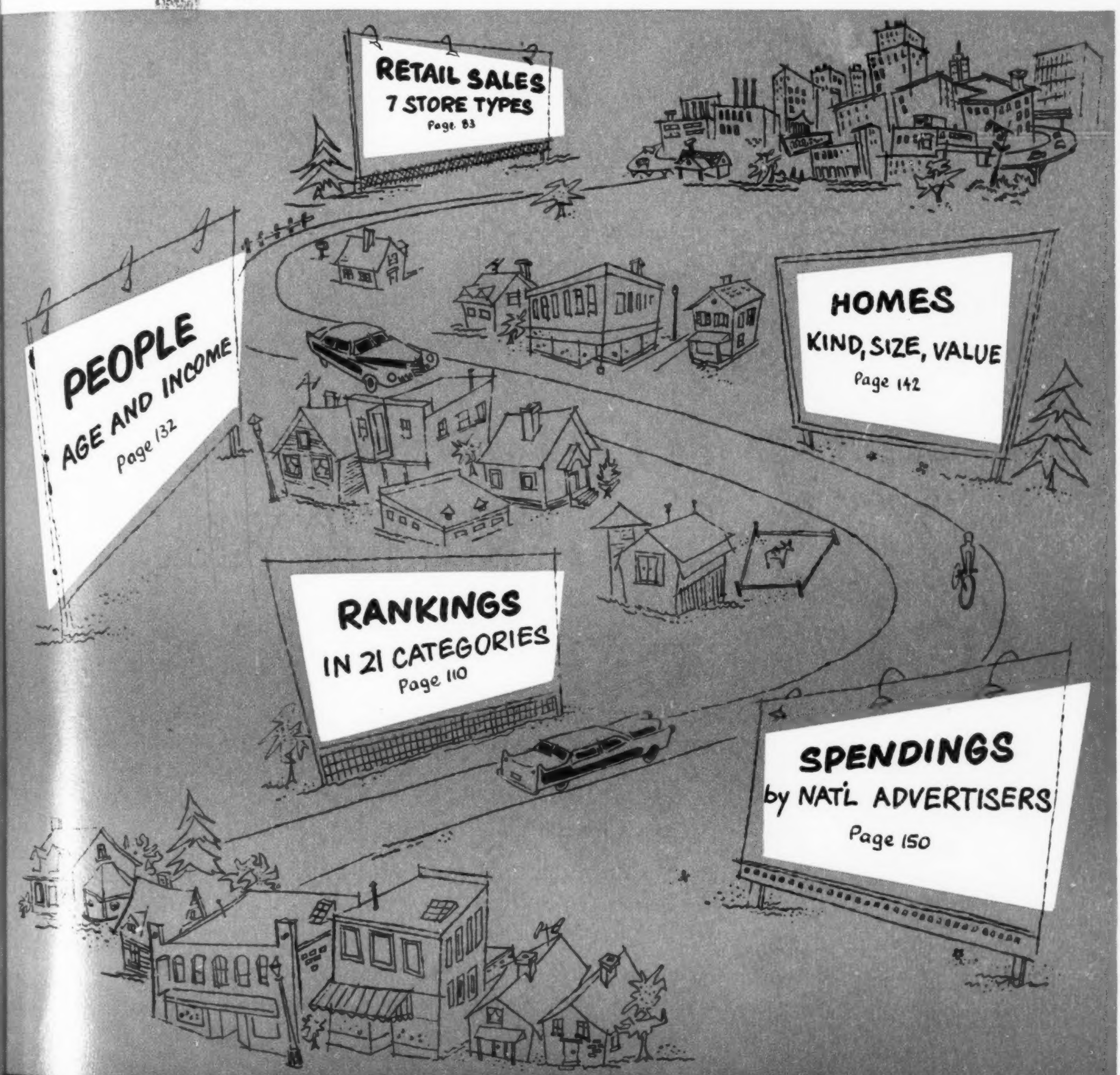
Sales Management

THE MAGAZINE OF MARKETING



Metropolitan Areas of U.S.A. and Canada

People—Homes—Purchases—Advertising

CANADIAN AREAS Page 173

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The New York Journal-American

BUSINESS
and
FINANCIAL ANNUAL
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JANUARY 13, 1953


LESLIE GOULD

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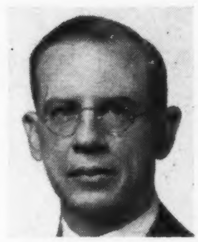
LEWIS HANEY

ON January 13, 1953 the New York Journal-American will again present its Business and Financial Annual . . . reaching by far the largest audience of any New York newspaper publishing an annual business and financial issue.

Edited by Leslie Gould, it will contain important interpretations and forecasts by leaders and experts in all fields of business, labor and finance. Here will be told, in clear, readable articles, the full story of American Free Enterprise . . . the success of which depends largely on a wide-spread public awareness of its benefits.

Your company's role in furthering prosperity and progress under Free Enterprise is, therefore, a notable accomplishment that deserves extensive popular attention.

In New York, business and financial center of the country, the Journal-American is carried home to 42 of every 100 families who read a metropolitan evening paper.

Send your advertisement home to New York's largest evening audience.

Journal NEW YORK American
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

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Sales Management

NOVEMBER 10, 1952

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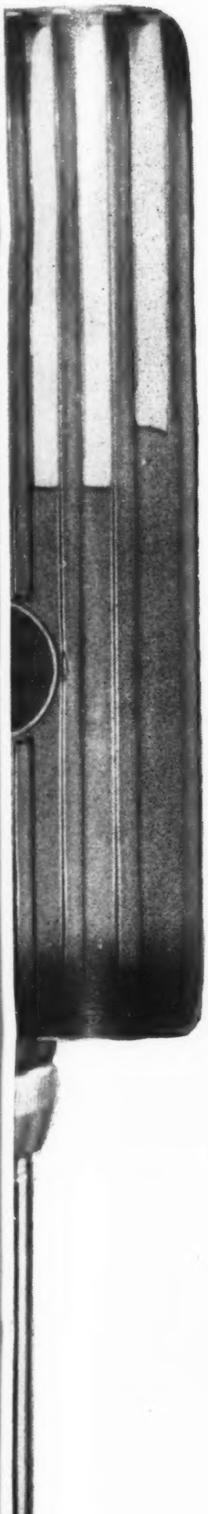


The Human Side

How To Be a Success

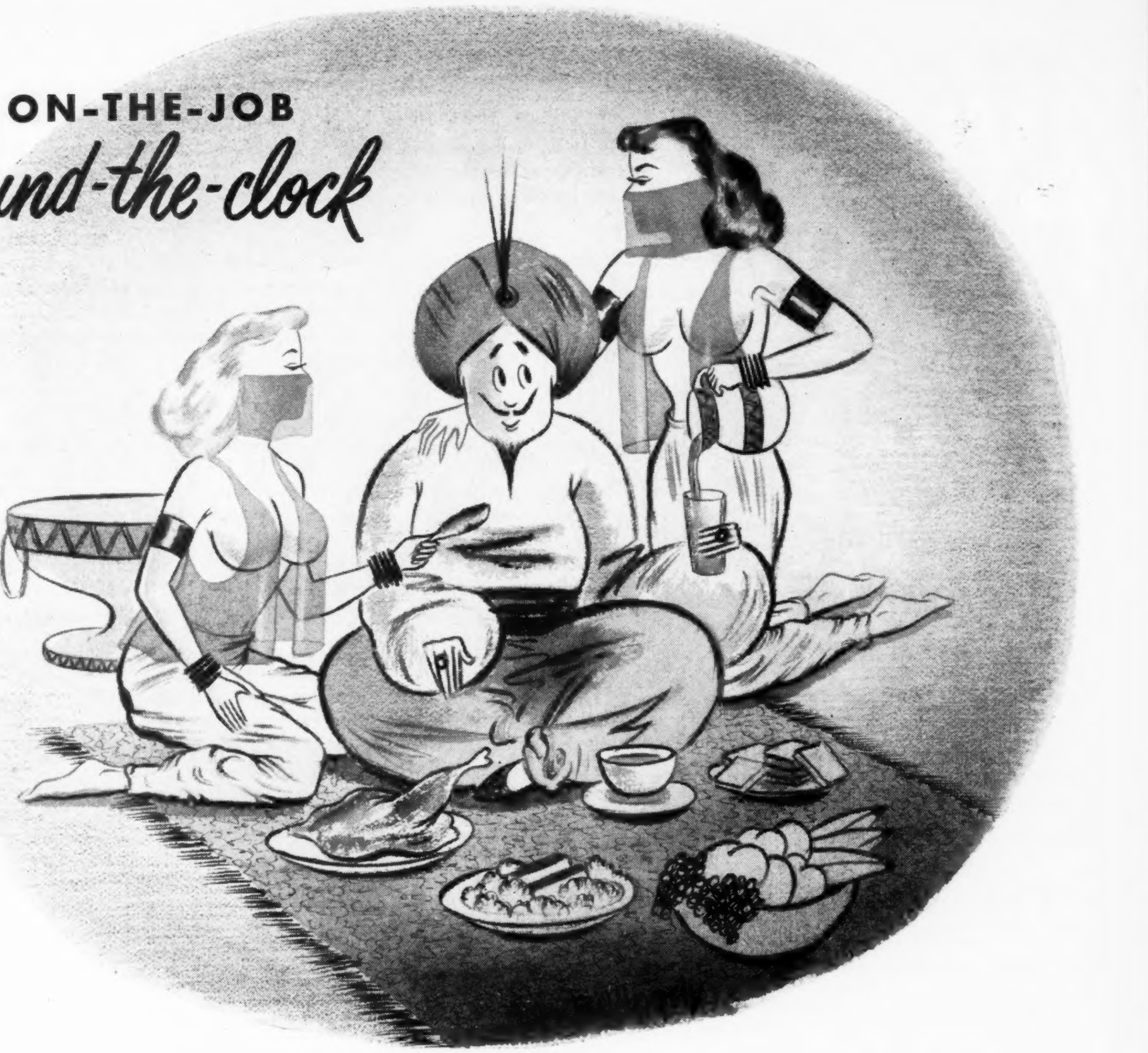
Down in Texas a salesman had a good idea. Furthermore, he carried it out. The idea was simple—build a plant and sell its product. But it took some tall Texas doing to parlay this plant into the tenth largest ceramic tile manufacturing business in the U.S. in less than three years. And in case you're thinking of building a plant and selling its product you'd better study the case history of that salesman, Horace H. Porter.

Porter built his plant. That's the only part of his operations which wasn't practically a one-man operation. At the outset he knew about what the average person knows of the tile business—practically nothing. He was a salesman for a major rubber company. But he wanted to make and sell fine tiles and if he made mistakes and had the usual tough breaks along the way he at least approached his task with care and thought.

First he selected his market. He located it in the heart of a growing sales market and shipped raw materials there so that he wouldn't have to ship the finished product over a long distance. Second, and he says this was a sales decision, he decided to go the quality-tile route rather than shoot for the bargain-basement customer. Which meant he had to develop his own processes for making a high-quality ceramic glazed wall and floor tile. Think that's easy? Porter would like to remind you that major tile makers guard their secret formulas and firing processes as closely as Coca-Cola watches over its syrup.

QUALITY . . . Horace Porter, a salesman who went into the tile business for himself, constantly checks his plant's output, scraps all but the best.

'ON-THE-JOB
Round-the-clock



THE INDIANAPOLIS STAR
Morning and Sunday

THE INDIANAPOLIS NEWS
Evening

In the rich, 2-billion dollar market of central Indiana, the big morning sales punch is The Indianapolis Star, Indiana's largest morning paper. In the evening, it's Indiana's largest afternoon paper, The Indianapolis News, with 96% home delivery. Morning or evening . . . round-the-clock . . . they give you the thorough coverage it takes to *sell* central Indiana!

KELLY-SMITH COMPANY · NATIONAL REPRESENTATIVES

YOUR FIRST TEAM FOR SALES IN INDIANA

And his first blow was his first production. For the first $35,000-worth of tile wasn't top quality. Without hesitation Porter ordered it dumped into the plant driveway and crushed with a steam roller.

"It seemed a foolish thing to do at the time," he says. "But that really was the best sales expenditure we've ever made. I didn't want the company reputation based on that tile."

From the beginning Porter has been handling the sales end of things single-handed. He had no salesmen or outside representatives of any type until two "service engineers" joined him in June. He's still a one-man gang and he frequently reaps orders in excess of $100,000 from a week's field trip.

In the tile manufacturing business you have to decide what type of people are going to be your customers. Some manufacturers sell only to tile contractors, others through jobbers. Some sell to general contractors, others cater directly to consumers. And some try to sell all classes—which gets complicated. Porter picked the tile contractor as his prime target, went after the best of them. He went on the road. He investigated tile contractors and their work. In some cities he couldn't find one whose work suited him. But generally he located at least one with whom he wanted to make a deal—and he nearly always sold his men.

Once sold, the top tile contractors became Royal Tile's—Porter's company—biggest boosters. Porter saw to it that his service was good, that delivery dates were met and that the tile was uniformly excellent. He helped them with their problems, showed them shortcuts to bigger profits. They thought of him as a straight-shooter, rare in any industry where there's a lot of double-talk.

Porter doesn't have any mystic formula. His methods might be summed up like this: a good idea, plus a dogged determination, an aggressive spirit and a personality that exudes confidence. In other words, when you meet Porter you get the impression of a man who knows what he is doing and knows what he's trying to do. He reminds you, with a smile, that when he began his plant he only knew what he *wanted* to do. But he still tried to convey that impression of confidence. As he gained experience, learned how to make and sell tile, the pseudo-confidence—sort of a whistling to keep up his courage—became the real thing. He really believes he is making the finest tiles and his belief is carried over into his personal selling. The best salesman in the world can't continue to sell, without losing something valuable, a product in which he doesn't believe.

Porter hasn't done much in an advertising way. But he does use direct mail and he uses it effectively. All architects in the area get frequent mailings to post them on company developments. They get samples, too. He reaches consumers by mail as soon as building permits are filed. And after a consumer has selected Royal Tile and has had it installed, Porter follows up by telling them how to keep it like new, permanently.

Recently he built a Royal display cabinet, hired a charming woman color specialist and made both available to a leading Fort Worth furniture store for the convenience of customers. He believes this innovation, which to his knowledge had never before been tried by a tile manufacturer, will produce excellent results in other cities and is planning to try it.

Horace Porter says he's still primarily a salesman. He wanted his own business and he got it. He *kept* it by applying the sales techniques and services he used for the rubber company which he left to go out on his own. And he is sure that the reason so many small businesses falter and fail is that they overlook those two basics—sales and service.

COMMENT

When It's Over

The meeting chairman who trys to recap what the speaker has just said bores his audience, and nine times out of ten, he speaks to an audience that is furtively slipping out to go back to work or home.

If the people in the audience like what the speaker says, they'll show their appreciation with laughter or applause, and even the most inexpert public speaker can recognize the difference between enthusiastic and merely polite applause.

When the audience is enthusiastic, it likes to leave the meeting on a high note. If the speaker has laid a turkey egg, the audience plainly wants to leave as quickly and as decently possible.

The best meeting chairman promptly bangs the gavel and declares, "Meeting adjourned!"

The Give-a-way Hangover

Have brand name marketers become trapped by their own give-a-way promotions?

"We business men can decry the hold the give-a-way has on people," declared Charles G. Mortimer, Jr., executive vice-president, General Foods Corp., in a recent speech. "But it's a very weak alibi for our own part in the spree. Because we in our business—and other managements of other businesses—are responsible, along with spendthrift government, neglectful leadership, and a gullible people.

"Many competitive industries—home appliances, clothing, drugs, yes, and the grocery industry, too—are swamping the market with so-called free offers. We started out with the idea that it was a new way of making customers. Almost before we knew it we plunged ourselves into an almost uncontrollable spiral of cut prices, free offers, gifts, and gadgets.

"However it started, no matter how it grew, as it has spiralled to new heights now I believe we are on the wrong road—all it leads to is the mirage of something for nothing. To lead people toward that illusory goal is wrong and irresponsible."

Mortimer knows whereof he speaks. He reminded his listeners that his own company, which has promoted deals for years is, today, running three times as many deals as 5 years ago.

Have "free" offers become so commonplace that they have reached the point where they are ineffective promotions? Mortimer cited a city, where in just a week's time, four companies, including his own, followed each other successively with more attractive deals on coffee. The net result: Retail prices dropped, buyers moved from one brand to another, and retailers got stuck with earlier, higher-price deals.

Obviously, food shoppers, exposed to a continuous series of price deals, come to believe that price is all-important and that one brand is just as good as another. Food shoppers do react just that way, according to Sylvia F. Porter in the *New York Post.* A housewife *("How to Live Within Your Income"),* Miss Porter finds today's

super market food shopper is guided, in this order, by 3 factors:

Competitive price.

Attractiveness of package.

A belief that most products will be of comparable quality.

The fabulous number of "free" offers tends to build up in the shopper's mind that brand name products are way over-priced. Mortimer asks, "Aren't we implying that we are making so much money that give-a-ways are a sort of consumer dividend? Worse yet, may not some people get the mistaken idea that even after absorbing the cost of the give-a-way we're still able to enjoy normal profits?"

Mortimer fears that the pressure for give-a-way promotions will have to be financed by cutting product and packaging quality. But that, too, would be self-defeating in the end. High sales velocity has been built up on low-profit margins in super markets because consumers have come to depend upon quality which matches the price. Promotional costs could be cut, too, but wouldn't that run the risk of slower turnover—and higher sales costs without any consumer benefit?

Something Is Missing

We've just looked at a stack of sales literature distributed by exhibitors at the annual Industrial Packaging and Materials Handling Exposition in Chicago. It seems to us that companies selling industrial packaging materials fail to capitalize on what should be a major sales appeal.

This literature describes how packaging materials will save packing time, assure damage-free delivery and, above all, be economical *for the shipper to buy*. But very little is said about how packaging materials can help the recipient of the shipments to solve *his problems:* the cost of handling, stocking, opening, and disposing of shipping materials.

The ultimate user (in the instances we're discussing, he's a buyer of components or raw materials) is willing to pay more for packaging when the shipper can show ways to cut down the cost of handling the products within the user's plant. Purchasers are far more interested in the net price of the product delivered to their factory doors, *plus all of their own inside handling costs,* than they are in whether one kind of carton is cheaper for the shipper than another.

Incredible as it seems, one major industrial buyer, who has carefully studied his own internal handling charges, has hired a packaging consultant to call on his suppliers and persuade them to use certain kinds of shipping containers even though they cost the shipper more money. The buyer is willing to absorb the extra cost. The buyer knows that by paying a few more cents for containers he can save many times the increased cost through easier handling within his plants.

Isn't this a case of creative selling stopping at the user's factory door—with the job only two-thirds completed? Packaging materials people know their own production costs. Their customers know their own packing and shipping costs. The missing one-third: the cost of handling shipments within the final users' plants.

It all adds up to the fact that industrial packaging materials—like consumer packages—should do something for the user. Some of the most recent spectacular consumer product successes have been built on functional packaging—the squeeze bottle for Stopette deodorant and the coaster-top for Swift's peanut butter. Isn't it time for industrial packaging to become as useful in its way—cutting the ultimate users' internal handling costs?

some spots are better

For the best spot, at the right time, at the right place

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the period ending November 10, 1952

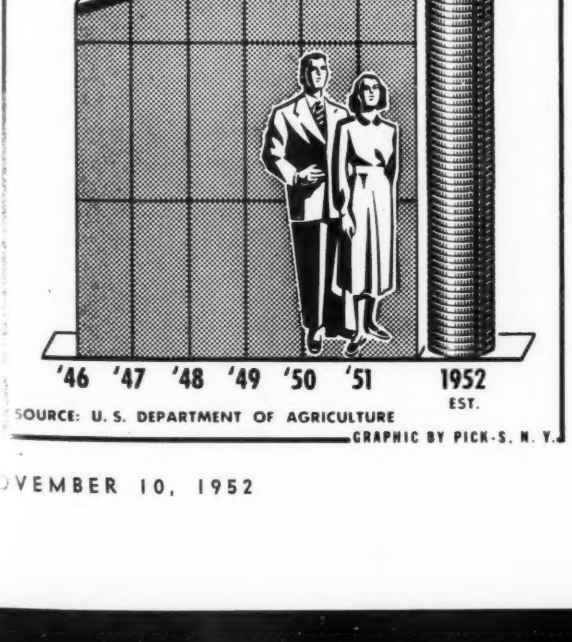
EVALUATING THE EXECUTIVE

From a detailed study of several thousand corporations, the American Institute of Management has selected 312 as deserving the accolade, "Excellently managed." Now this organization is evaluating corporate officers, including sales heads, and has come up with the conclusion that "Not that a person's ability as, say, sales executive is not important, but more important is his ability as an 'executive'."

To have true executive caliber, the Institute says, he must have that ability to do the right thing at the right time or, in other words, to put first things first. If he doesn't have that he may be a fine salesman but a poor executive.

"A look at the achievement, and general merit, of those who have worked under him will tell much. Do they advance in the company or have they stagnated? Does working under him result in a development of ability and industry? Do they learn, and are they led into fruitful paths under him? In short, are his subordinates better men for having worked under him, or does working for him tend to hold a man back, stultify his growth, or lead to paths of little value to himself or the firm? If he is a good executive, one of his greatest values to the company will be his ability to lead and train younger men.

"From all of the 312 Excellently Managed Companies, and from all our audits, it has become clear that the most important attribute to any executive's ability is his willingness to delegate authority along with responsibility. Indeed, the good executive insists upon doing this. Too many officers have the unpardonable fault of charging subordinates with responsibilities without granting them adequate authority to control these responsibilities. If a man is to be held responsible for something, he must not be required to clear every detail with his superior, but must be allowed to work in his own way, answerable to no one but himself, until his job is completed. An executive who insists on being a 'watchdog' at all times, implies that he mistrusts his helpers, is jealous of his power, and does not know how to pick those who work under him. If a man does not trust his subordinates, he is saying for all to hear that his assistants are not competent and that he does not know how to pick helpers. If he does get competent men under him, they will not stay very long in such an atmosphere."



WHY ADVERTISERS MUST POUR IT ON

The *Chicago Tribune* utilized the services of Social Research, Inc., to determine why people smoke cigarettes and why they smoke a particular brand. Projective tests, extensively used in psychiatry and clinical psychology to penetrate the private and unconscious levels of the mind, were used in making the study.

One of the most interesting findings is that smokers want to think their brand is popular and much-advertised. In other words, it may have been advertising, or it may have been emulation of a friend or relative which was responsible for the individual's choice of a brand, but he or she is likely to become dissatisfied if there is relatively little advertising of that brand as compared with competitive brands. Constant reassurance, through advertising, is needed to prove that he has made a popular choice and is "conforming." Most of us like to feel that we are doing the fashionable thing, that we are in step with our peers.

The influence of an important person was found to be the one major direct factor in fixing on a particular brand when starting to smoke or switching brands. In general, the study shows, the ordinary smoker is not moved toward shifting brands by emphasis on what cigarettes are made of, or how they are made, by sharply competitive advertisements, by marked health claims or threats, or by the promise of sheer non-specific pleasure.

The study further emphasizes the importance of placing the advertising against a background which creates a proper mood for the cigarette in question. A cigarette which has primary appeal to virile, active men is better off in the sports section than on a general news page; a cigarette appealing to the elegant and the fastidious shouldn't be sponsoring a crime program on TV.

SELLING IN THE COLLEGES

The School of Commerce and the University Extension Division of the University of Wisconsin are spearheading an effort which should be duplicated in other states. With the cooperation of the Wisconsin Manufacturers' Association, the Wisconsin Industrial Relations Association, the Sales Managers' Association of Milwaukee, and the Milwaukee Chapter of the American Marketing Association, a series of six one-day conferences for sales managers is being held during the period October 7 to May 5, with conference leaders drawn from such organizations as Johnson & Johnson, Hamilton Manufacturing Co., Pittsfield Division of the General Electric Co., and Eli Lilly Co., plus such specialists as Burton Bigelow and William A. Marsteller.

The conferences will bring together sales executives, salesmen, students and teachers and should definitely further the goal of interesting more of the "cream of the crop" among college students in choosing selling as a career and making the teaching of marketing subjects more realistic and less theoretical.

It would be a wonderful thing for the sales profession if other progressive schools were to follow Wisconsin's lead. We suggest that it be put on the agenda of every sales executive club for immediate exploration and study. Readers interested in the Wisconsin experiment can get full details by addressing William P. Stilwell, Coordinator Special Institutes, University of Wisconsin, P.O. Box 2098, Madison 5, Wis.

WHAT IMPRESSES EUROPEANS?

We think we have a lot of trouble with labor and with the gripe about union restrictions—and yet as compared with European countries our union-management climate seems healthy.

This was confirmed only the other day at a meeting sponsored by the Advertising Council, Inc., where visitors from France and Belgium said that one of the most striking differences between their countries and the U.S.A. was in the individuality of the worker. They notice, for example, at filling stations, soda fountains, banks, hotel registration desks, passenger elevators and elsewhere, our tendency to individualize the worker by embroidering the name on a uniform or supplying the name on a plaque. There's nothing like that in their countries, they said. A worker may wear a badge indicating his number but there's nothing else to differentiate him from his fellows.

A German industrialist here to attend a conference conducted by the management consulting firm, Jerome Barnum Associates, was asked: "What impresses you most?" His answer was, "America's efficiency of production, its mechanical development, of course. But MOST PARTICULARLY your policy of management in handling employes. . . . Why, your people over here even have an opportunity to make suggestions and take an active part in running the company! I'm VERY MUCH impressed with the spirit that brings into your mills and the great cooperation achieved. . . . Your unions, too—some of them I have seen are so cooperative!"

Well, that may not make it any easier to stomach lack of cooperation as you find it, but perhaps there's some consolation in knowing that bad as things may seem here, they are worse elsewhere.

VARIED PAY SCHEMES FOR EXECUTIVES

The management firm of Booz, Allen & Hamilton has completed a study of how 164 companies in 27 industries pay their executive officers. The net trend, they find, is definitely toward manifold compensation. Of those making any change in plans during recent years, 7/8 have increased the number of ways of reimbursing officers, while only 1/8 have condensed their plans. The 164 companies supplemented executive salaries in 1949 with a total of 226 bonus, pension, deferred payment and stock plans. In 1951 the same companies utilized 267 methods of compensation other than salary.

By far the most common type of additional compensation is the pension, but fastest growth is being achieved by so-called "stock" plans—stock bonus, purchase, option and warrant arrangements.

The growing popularity of pension plans, deferred payments and stock plans stems from the major drawback to increases in base salary or bonus—that most of that money goes to the tax collector.

ADVERTISING IS A HELP TO SALESMEN

J. W. Brown, advertising manager, Detroit Diesel Engine Division of General Motors, says in a recent issue of the house organ which his division publishes quarterly for users of heavy-duty power: "Without the help of advertising the insufficiency of salesmen in this country would have become a bottle neck that would have retarded civilization as we know it 100 years."

He found, in figuring up the number of potential prospects for that GM division, that if each of their salesmen made a personal call on all of his prospects only once a month, he would have to make over 60 calls a day!

In reviewing the progression of things invented since the horse and buggy and kerosene lamp era, he says: "No wonder there aren't enough salesmen to go around! If all these things were to be sold through personal contact we'd *all* have to be salesmen selling each other and there'd be nobody left to manufacture them!"

PACKAGING FOR SMALLER FAMILIES

The National Store Audit Review makes an interesting comment on the *meaning* of the smaller families described in this space in the November 1 issue.

This organization finds many manufacturers testing smaller packages. One reason is the desire to capitalize on impulse buying, but another is the hard fact that 59% (25 million) of American families now have three or fewer members. "If the trend continues, packaging is bound to be affected. One indication is growing shift to fractional packages—as in bread, crackers, marshmallows. In line with this development Blue Bonnet margarine is now being tested in half-pound packages, Griesedieck Beer in a four-can pack, Nabisco shredded wheat in a half-size box.

PHILIP SALISBURY
Editor

Westinghouse Sales Engineers: How They're Picked and Trained

Candidates for all engineering jobs are put through similar "basic" training. Those who have a successful blend of 6 major characteristics are then selected for intensive schooling to develop 8 traits required by sales engineers.

BY D. W. McGILL, ***Manager***
Headquarters Sales Training, Westinghouse Electric Corp.*

When a company manufactures as diversified a line of products as Westinghouse does—electrical, steam, and air handling apparatus — that company should have specially trained sales engineers as well as general line sales engineers.

Each group of sales engineers who sell such products should have in addition to specialized sales training, certain traits and qualifications which peculiarly adapt them to their work. While we are always on the lookout for men with special attributes, we have certain basic qualifications in all of our sales engineers regardless of the type of selling they may do.

Basic Training First

Since all sales engineers go through a Basic Training Course first, let's sketch that course briefly before discussing the qualities we look for in a sales engineer.

College graduates are recruited by the Educational Department in cooperation with our district office personnel. Students are not hired for any specific job. Instead, they are enrolled in the Graduate Student Training Program. After an 18-week period of basic training, they select sales, engineering, manufacturing, accounting, treasury, etc., depending on their desires, abilities and qualifications.

During their first 18-week training course they receive three 4-week assignments in the shops of some of our manufacturing divisions. These assignments may be on production, quality control, test, inspection, etc. The remaining six weeks are spent by the technical graduates in Product Engineering School—a school which is in session 40 hours a week.

Classroom work is concerned with the design, development, manufacture, distribution and use of all electrical and mechanical products manufactured by the corporation. The course is highly technical as proved by the fact that the University of Pittsburgh grants four credits toward a Master's Degree if the student successfully passes it. Non-technical graduates attend a different school, of the same duration, where fundamentals of engineering, fundamentals of our business (finances, marketing, career opportunities, etc.) and the business and products of the various divisions are discussed.

Our prospective sales engineers are chosen from the graduate students who have completed their Basic Training Course. These men are predominately technical graduates well-grounded in the fundamentals of engineering. As sales engineers they should be familiar with and understand their customer's processes and operations if they are to make prompt engineering analyses of the problems and then suggest suitable equipment to solve them. However, some non-technical graduates, such as Business Administration students, and mathematics and physics majors, are selected for sales work which requires little engineering skill in the application and sale of the product. This is particularly true of such products as lamps and appliances.

When selecting men for our Sales Training Course, we look for a successful blend of the following (components which are not listed in order of their importance):

Scholastic standing: This need not be merely a matter of academic standing. Although a high grade would indicate that the individual is above average, opinions of his professors are carefully weighed for an indication as to his leanings. What has he done? What was his attitude toward his work in college?

Personality: Is there warmth in his greeting? Is he pleasant? Is he at ease? Will he mix well with people? Does he leave you with a feeling that he is sincere?

Evidence of ability to serve and cooperate: A careful review of his collegiate extra-curricular activities and his out-of-school activities should be made. Has he contributed to the organization's activities or has he been like a sponge—absorbing only?

Demonstrated performance of leadership in organization work: Look again at these extra-curricular activities. Has he served as an officer of his fraternity, society or organization? Was he a student manager or a captain of some athletic team? Was he on the school paper or yearbook staff?

Over-all personal characteristics: Is he neat in appearance and dress? How are his manners? Does he have a pleasing voice? Does he have the conversational ability to talk interestingly about a variety of subjects? Looks, while they are beneficial in making first impressions, are of secondary importance.

Competition: Has he engaged in sports? Does he like sports? Has he done sales work of any kind? In short, does he have the spirit and enthusiasm for keen competition?

If the young man qualifies under the above standards, we believe that with further training he can develop into a good sales engineer.

The young man then takes the Specialized Sales Training Course. While taking the course he receives between two and five assignments in sales departments of as many different operating divisions. In addition, he is given an assignment in one of our district sales offices. These are normally 4-week assignments. While on each assignment he works under the guidance of experienced sales en-

*East Pittsburgh, Pa.

gineers of the various divisions, doing essentially the same type of work as they do.

The sales trainee also goes to Sales School which is a six-week course, 40 hours a week. While attending Sales School he is instructed in many subjects which will be beneficial to him when he is permanently placed in our sales organization. Some of them are:

The product story from the standpoint of its application, pricing and commercial significance.

The sales procedures within the organization.

The Company's organization so the trainee will know where to obtain help after he is permanently placed.

Various plant trips during which the trainee observes the manufacture of the products at each plant and has an opportunity to ask questions of the sales and engineering personnel at each location.

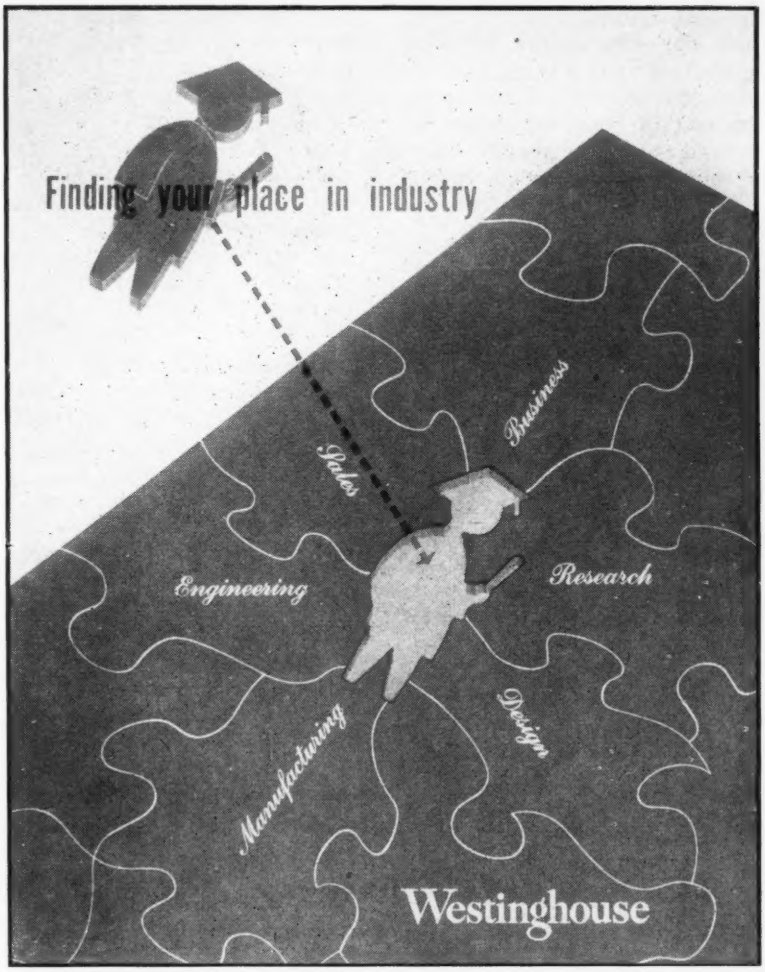
The trainee is required to give five three-minute sales technique talks either across the table from an individual who acts as a purchasing agent or engineer, or before the entire group which may be comprised of purchasing agents, engineers, executives or a combination of all. Each talk must be prepared and presented by using a company product as a prop. For each talk a different critic from various departments of the sales organization is present.

To assist the trainee in preparing his talks, he is given a set of eight booklets titled "Business Advancement through Public Speaking." In addition, he receives two hours of instruction in the presentation of a sales story and sees six sound films on sales technique, prepared especially for our organization. These include: "How to Deliver a Sales Story," "How to Make Your Selling Points," "How to Answer Questions," "How to Answer Customer's Complaint," "How to Outsell Competition," "How to Close a Sale."

Each Sales School (having a maximum of 36 men) is divided into six groups of men. Each group is then required to report on a portion of a book on sales engineering. Each group is responsible for class discussion of its section.

Three two-hour periods are devoted to the technique of letterwriting with instructions given by a university professor of national reputation in this field of work. Each sales trainee is required to prepare two letters in reply to sample letters given to him as exercises.

The trainee is instructed in several additional subjects which will be of benefit to him. These include dicta-



SYSTEMATIC RECRUITING: Westinghouse takes its story to colleges through this brochure and personal visit to campuses. Recruiters seek engineers, enroll them in Westinghouse's basic training school. Following exposure to all Westinghouse departments, trainees have the opportunity to choose sales. This means . . .

BRINGING A STEADY STREAM of engineering applicants to Westinghouse for product and sales training. These students learn how to put on a "see how it works" demonstration. On-the-job training is no substitute for basic courses.

phone technique, telephone technique and related subjects.

While the sales trainee is taking the Specialized Sales Training Course we watch for stress, and attempt to develop certain traits which we believe are necessary to make him a successful sales engineer in our organization. These traits are:

Initiative and Imagination: They are important traits . . . traits every sales engineer should have to be successful. Because he is very much "on his own" when he is with his customer, a sales engineer should have the initiative to pursue a point which may lead to a sale. He should also have imagination if he is to convince the customer he is interested in his problems, for imagination as much as any other trait enables him to suggest solutions for his customer's problems. For example, one sales engineer once suggested a packaged electronic adjustable special drive unit for each of a number of old—but entirely adequate — machine tools. Result: increased production . . . improved quality . . . no breakdowns . . . and a customer who asks the Westinghouse sales engineer first.

Judgment: The sales engineer is the business agent for Westinghouse and his customers look upon him as if he is the company. In view of this, the sales engineer should be sound in his thinking. In general, snap decisions cannot be depended on. The alert sales engineer will make few if any decisions on the spur of the moment. In any event, he will weigh all possibilities of resultant consequences . . . not only to his company but to his customer. The confidence and respect of customers can be established by exercising sound judgment.

Dependability: This is fundamental.

Industry: Business is somewhat like a disease—you have to be in contact with it to catch it. This means that the sales engineer should be continually on the move and busy. It is axiomatic that the more people you contact the more business you will obtain. A successful sales engineer has no idle time on his calendar.

Knowledge of Product: A sales engineer should be able to interpret his company's products and services in terms of his customer's needs and preferences. For this reason he should know his products. That does not mean that he should know everything about all the products his company manufactures . . . although a specialized sales engineer should know practically everything about his particular product or products. The sales engineer for a company that manufactures hundreds of products should be sufficiently familiar with all of them to converse intelligently with his customers on features and application. Knowledge of detailed design features and adaptability of the products to peculiar or unusual conditions is not necessarily important.

Commercial Aptitude: This is a trait which is difficult to define, yet it is an important trait and one every sales engineer should have. It might be called a "sixth sense" or "business sense" . . . a sense which enables the sales engineer to recognize the commercial significance of a set of conditions or of a situation. A plan of action can then be put into motion to successfully capitalize on the diagnosis of the situation.

Self-improvement: This embodies a number of steps a sales engineer may take to improve and equip himself to do a better job. We believe every sales engineer, regardless of age, should lay plans for a definite and continuous program of self-improvement. In this category are:

Greater proficiency in writing letters: A great deal of business is conducted through correspondence. It is therefore necessary to develop one's ability in writing to reflect in letters the personality of the sales engineer and his company. Letters should be concise . . . factual . . . clear . . courteous . . . friendly. Most people have a dual personality of expression, one for speaking and one for writing. The latter is usually stiff and formal. A letter should convey the same impression to the reader as if the writer were speaking to the person.

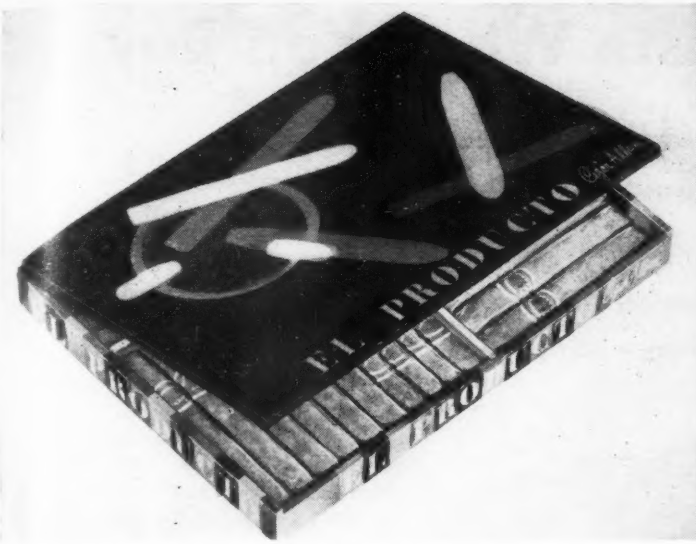
Speaking Ability: The ability to present one's ideas clearly, logically and convincingly is of utmost importance to a sales engineer, whether he is speaking to one person or to a group of persons. Speaking courses or speaking clubs provide valuable opportunities for sales engineers to improve themselves. Practice is the secret to success in speaking and every sales engineer should avail himself of every opportunity to speak at group meetings instead of finding excuses to avoid them.

University Courses: A sales engineer who is a technical graduate should seriously consider rounding out his education by enrolling for college courses in business or industrial management, marketing, economics, etc.

Community and Society Activities: Active participation in community projects and activities provide the sales engineer with an opportunity to informally meet not only customers but other people who can be helpful to him. A sales engineer who contributes his time to such activities as fund-raising drives and other campaigns or clubs, such as Rotary, Kiwanis and Lions, soon establishes himself (and his company) as an important cog in the wheel of the community. These contacts will undoubtedly produce more sales. Belonging to technical societies can produce similar results.

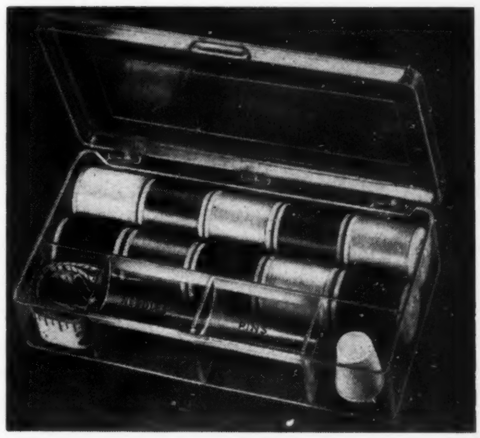
Enthusiasm and Drive: Enthusiasm for the job is a must in selling. Equally important is *drive,* the motivating force which capitalizes to the fullest extent on enthusiasm. Every action, every utterance, and every mannerism should exude enthusiasm for the customer's problems, otherwise a sale will not be made. Yet, unless the sales engineer has the drive . . . the urge . . . the desire to stay with the job until he gets the order, his enthusiasm has been for naught. The insatiable desire to sell should be accompanied by an overwhelming enthusiasm for his work and by an equally strong urge to "be out and doing" if the sales engineer wants to wind up on top of the heap.

Packaging to Sell



CIGARS GO MODERN . . . the high-style container will keep El Producto cigars on top of the table instead of the dresser drawer. The Cigar Institute estimates that 20% of all cigars smoked are gifts, and this box is designed for the gift market. Box contains 25 cigars in five shapes and sizes. Designed for G. H. P. Cigar Co., by William H. Weintraub & Co., Inc., New York, N.Y.

INSIDE plastic sewing box are the 10 most popular shades of Star Mercerized sewing thread. That isn't all . . . there's a tape measure and thimble, and compartments for pins and needles. Top is hinged. Purpose: gift pack. Made of Styrene for The American Thread Co., New York, by Flambeau Plastics, Baraboo, Wis.



HOW TO CARRY a mess of golf spikes? How to count and display 'em? Sports dealers have found a good thing in plain old golf spikes, made by F. C. Phillips, Inc., Stoughton, Mass. These (below) are packaged in transparent polyethylene, solve the company's display problem. Bags are stapled to display unit, ten spikes and a wrench in each. By Milprint Inc., Milwaukee, Wis.

FOR SALT, no moisture problem. Lawry's seasoned salt is protected by Metalam, a laminated aluminum foil combination. Big advantage to company: It's now possible to package samples far ahead of time without fear of salt taking on moisture, becoming unusable. Package is printed to tie in with Lawry's national advertising campaign. Created by The Dobeckmun Co., Cleveland, Ohio.

18 Ways to Cut Waste When You Buy Point-of-Purchase Advertising

Here's a realistic analysis of common mistakes that run up the cost of display materials . . . and some common-sense suggestions on how to get the most out of your investment.

BY DAVID BLAND • ***Director of Advertising***
G. Krueger Brewing Co.

The best advice to follow in point-of-purchase advertising is "look before you leap!" Leaping before looking can land an advertiser in the quagmire of inefficiency and waste in this complex medium.

Here are major sources of waste which can defeat the purposes of any but the most carefully planned point-of-purchase program:

1. Excessive inventory
2. Hasty reorders of successful displays
3. Bad timing
4. Sudden, unexpected changes
5. Trying to ape competition
6. Poor co-ordination between advertising and sales
7. Lack of pre-testing
8. Failure to analyze costs

The universal cause of excessive inventory is rooted in overbuying, because of unrealistic optimism or a misguided attempt to save money. The result is usually a heavy accumulation of displays made obsolete because of label or product changes.

An advertiser too often tends to rush through a reorder of a display that meets with success, without pausing to estimate saturation point. If he produces 5,000 units of a novel display and 4,000 are gobbled up almost immediately, he figures it is moving at a pace of 2,000 a week. He rushes through a 5,000 reorder and more often than not he winds up with 4,000 nobody wants. His inventory goes up.

Bad timing is another cause of high inventory. A million-dollar campaign will be carefully developed and then someone discovers that everyone overlooked the POP tie-in. Or an advertiser starts on a Christmas display December 1 and has no time for proper distribution.

A familiar culprit in this drama of waste is the sudden, unexpected change to be made after the display is in production. It's a new package, a new label, a new slogan or the lawyer's solemn warning to junk that copy OK'd last week.

How often does this happen? A salesman out in Dread Falls, Ia., sends the president a clever cash-register sign used by a competitor. The president immediately rushes into the advertising manager's office, shouts about the competition getting all the good stuff and orders a cash-register sign PDQ—or else. As the door slams and the room still quivers, the advertising manager is calling a supplier with a rush order to deliver a cash-register sign by 9:30 a.m. next Tuesday. He soon finds out that the competitor has cornered all the good cash-register locations and there's no place to distribute his shiny new one.

Poor co-ordination between the advertising department and the field sales staff is another source of excessive inventory and of waste. A display may be ordered, produced and delivered but it will remain in the stockroom unless the sales department knows when and where it's going and what it is designed to do.

The failure to pre-test is another area of waste. How many stockrooms have a section reserved for window displays too large for windows, motion displays easily thrown out of kilter by slamming doors, wind gusts, or truck, trolley or subway vibrations? And how many rusty metal signs that won't stand up, blackboard-type signs that won't erase, or clever three-dimensional displays too complicated to put together?

Sharply rising costs make it extremely difficult to compare a current job with the cost of one produced three years ago. Perhaps the comparison is senseless, because cost comprises so many things. If you buy point-of-purchase material as needed, you are heading for cost trouble. If you buy at the lowest price to get quantity, you are heading for trouble. Failure to appraise art work properly, to pin down all details on specifications, and to take advantage of running jobs in combinations also can throw costs out of line.

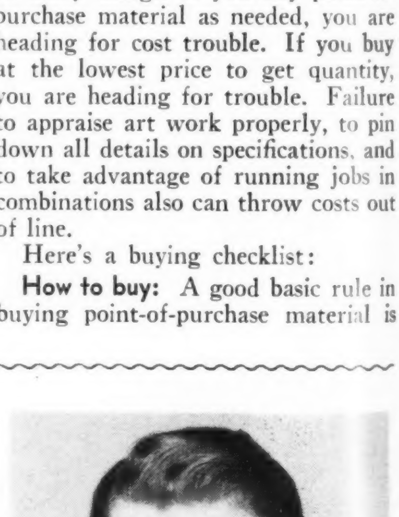
Here's a buying checklist:

How to buy: A good basic rule in buying point-of-purchase material is

About the Author

David Bland has impressive credentials. In the past 15 years he's purchased 15 million dollars worth of point-of-purchase advertising. For 12 years he bought displays for Pepsi-Cola and for the past 2 years for G. Krueger Brewing Co., Newark, N.J., where he is director of advertising. He's served a stint as a director of the Point-of-Purchase Advertising Institute, and currently is on the display committee of the Association of National Advertisers.

Bland is 41, and has two daughters, age 9 and 5.



BLAND

to make it the last thing you do and then underbuy even if it becomes necessary to pay a premium for the privilege. Only after the advertiser knows what he wants to accomplish, in which territories and with what intensity, should he estimate quantity. Too often, how many is the first thing he decides. Underbuying is sound because a display always can be reordered if it goes over successfully. In fact, a display acquires an aura of excitement, if the advertiser is forced to ration demand.

Reorders: Study saturation points and do not hastily reorder displays that meet with success. Many times the advertising manager discovers, when he attempts to get a second go-around with the same display, that his salesmen are tired of it.

Timing: An advertiser who fails to allow four months to produce a display is inviting trouble. When he starts a Christmas display into the mill on December 1 he gets one badly conceived, poorly rendered and painfully produced. Be on the alert, too, for the printing salesman who promises a delivery date he can't keep because of crowded press schedules. These quickie jobs with pressure on all sides are always delivered late, and the advertiser finds it is too late to get his material out in time for the holiday or for the start of his big campaign.

Unexpected changes: The sudden decision to halt a job in production because someone has decided to slap a new package, new slogan or new label on everything can be avoided 99-4/10% of the time. And so can the company attorney's solemn warning to junk the slogan OK'd last week and now in the works. Sometimes this can't be helped, but too often it is because somebody forgot to tell.

Aping competition: Don't do it. The cash register example cited earlier is proof of the futility of copying competitors. It's tough to read a field man's lengthy report on why he can't get distribution on something almost identical with the opposition. And it really cuts deep when he says, plaintively, "Why don't we come up with something different for a change?"

Co-ordination: The efficiency of a point-of-purchase advertising program often can be judged by examining liaison between advertising and sales departments. Just as the sales department owes the obligation of planning, so does the advertising department have the constant responsibility of working closely with Sales on everything. Such co-ordination shouldn't wait to begin when the display is delivered. It should start at its inception. What product or package should be featured? For what type outlet should the display be planned? How many should be produced? What about delivery dates?

If displays are bought as they are needed throughout the year, you can bet there's something wrong with the program. It shows lack of planning. There may be exceptions, of course. An alert sales department should take advantage of opportunities. But buying as needed should not be the rule. If Sales knows in advance where a display is going, what it wants to accomplish and how, the need to buy in a rush will be kept to a minimum.

Cost: Commendable as is the desire to save money, resist the temptation to get a lower price by buying more than you can use. Displays which end up in the storeroom because of overbuying are a dead loss, whether they cost $2, $1.50 or 50c apiece. But cost is made up of many other factors.

Creative: On the creative side, a good idea which produces results is worth all it costs. If displays are in there working, it may be poor economy to question creative costs.

Art work: Paper and ink can produce a display only as good as its art work and no better. It is almost impossible to compare the cost of two pieces of art. Only by "working backwards" can the advertiser have some basis for judgment.

Quantity: The size of the order often determines the nature of production, such as silk screen for small runs and lithography for large.

Specifications: They are rarely identical between two different jobs. Specs can vary in thickness of board, number of colors, whether the job is to run in combination with another, quality of stock, degree of die-cutting, nature of packing, etc.

Source: A low price in the East, plus freight to the West, may add up to more than a higher price on the West Coast.

Extras: Sometimes, spending a dollar or more per display to give it some unique features, such as foil or movement, or some utility function, such as a clock can insure wide use of a display which otherwise would remain dormant.

Combinations: If displays are produced often during the year, it is economical to produce them in combination whenever possible. The same art work can be used in different ways, and the same number of colors can be produced at one time with only one make-ready charge. If you produce one display this month and another next month and so on, study the combinations.

Competitive bidding: Most display material can be ordered competitively. There are good reasons for placing initial orders with creative suppliers, but reorders should be placed on the basis of the lowest bid. The trade recognizes that the advertiser has an obligation to his creative source to place that first order non-competitively. That obligation ceases, however, after the first run. He is then free to shop for the lowest price on succeeding runs. Usually, of course, the initial source has the edge because it has already charged off the tools and dies on the first order.

New art work: If new art work is required for every job, it may call for a study to determine whether earlier pieces can be reused or modified.

Installations: Don't forget to anticipate and make provision for the cost of merchandising and installing a display. Display experts figure it costs about as much to get a display up as it costs to produce it. A budget of $25,000 for production may require up to $25,000 for a descriptive brochure or catalog to announce the display to the field, business paper advertising, shipping, and installing to supplement the efforts of field men. It is odd that many advertisers accept the fact that media space and time costs include distribution but refuse to anticipate it with display material. Unlike other media, where distribution, circulation or audience are bought, all an advertiser buys when the display is delivered are cardboard and paper, metal or electric boxes. It isn't worth a cent until it is up and working—and it costs money to do that. Money for it should be budgeted in advance.

Management: Management can check the efficiency of a point-of-purchase advertising program by examining the advertising stockroom, checking co-ordination between advertising and sales and analyzing costs. The successful operation will stand up on all three vital counts and, incidentally, explain why the program is working so well.

Remember at all times that a signature on a contract is enough to launch the most extensive radio, TV, newspaper or outdoor schedule. Remember, too, that a signature on a point-of-purchase purchase order is but an early link in the chain. Most of the work is yet to come.

CONTRAST: Europe's toys are gaudy, elaborate, expensive. They sell one month a year: at Chirstmas. American Playskool toys are ideal for training—in manual dexterity, color selection, etc., as well as entertaining. They sell 12 months a year and build a stable market for toys.

Learn-as-You-Play Idea Earns All-Year Market for Toys

By merchandising their wares in age groups, and designing each item to combine education with fun, Playskool Mfg. Co. broadens and deepens its sales appeal and wins preferred push from many of the country's department stores.

BY DAVID J. ATCHISON

"Toys should be bought with thoughtfulness, not with generosity alone; as the child plays today, so will he work and live tomorrow!"

Thus did the Playskool Manufacturing Co., Chicago, said to be the world's largest makers of wooden toys, voice an entirely new concept of the market, hardly more than a decade ago; to manufacture scientifically planned developmental toys for children from the ages of three months to 9 years. Today, marketing a line of 93 "learning while playing" toys retailing from $1 to $25, the company can look back on a progressive, annual increase of 20% in unit production.

What did it? Another new concept, this time of products themselves! "Make toys educational, yet fun to play with," Playskool said, "and we'll bring them from the Christmas season into the year-round market. Make them attractive enough, as modern appliances were made attractive, to bring them out of the basement and into the kitchen. And give the toys constant promotion."

Basic thinking behind even the earliest Playskool toys was sound, and had an appeal to parents: "Toys should teach the right things at the right time in the right way; they should be made of safe, non-toxic colors in primary and secondary hues, and they should be *playable*—should not create a sense of frustration or work psychological harm."

Another appeal to parents' earnest desire to do the right thing by Junior: a revelation of product facts and manufacturing procedures. Customers are told that:

1. Only close-grained wood is used—no splinters.

2. All toys have round corners—no sharp points.

3. All surfaces are sanded—no skin abrasions.

4. All removable parts are oversize—too big to swallow.

5. Only knurled rivets and drive screws are used — no loosening of hardware.

6. Extra heavy lumber is used—can take extreme abuse.

How did Playskool executives arrive at this psychological aspect of the toy market? They knew that for years American toy manufacturers and even dealers had followed the European line of thinking in respect to toys: "Make them gaudy, elaborate and expensive, and the children will be happy." Why, then, the slump in the toy industry for 11 months of the year? It was obvious that parents bought merely out of generosity at Christmastime; that youngsters soon became bored with the sameness of their toys because they didn't *learn* anything important at play.

What to do about it? Call in somebody who knows children. Summoned was Ethel Kawin, prominent authority on child development and author of "Children of Pre-School Age," and "The Wise Choice of Toys." For several years Miss Kawin was a vocational counselor for the Chicago Public School System, and is now consultant in child development for the State of Illinois and, aptly enough, Regional Consultant in *Parent* Education for the National Congress of Parents and Teachers.

Now, through Playskool, Miss Kawin has answered the confused parent who asks: "What toys shall I buy for my child?" or "I have $3 and a 3-year old boy, now what shall I buy?" She pointed out that a child's chronological age serves as a general guide in choosing a good toy which is right for his age, because certain types of growth and activity are characteristic of certain age groups.

With this in mind, Playskool executives and Miss Kawin came up with 7 basic age groups and developed toys for each group:

3 to 18 months: "Toys to rattle and chew on." Example: set of 12, easy to grasp, 1¾" wooden cubes. Non-toxic laquer in six colors. Or tone plastic sound balls, each with a different rythmic sound.

1 to 2½ years: "Toys to push, pull, pile up and knock down." Example: Baby Pyramid, trains in size and shape relationship. Consists of base, 4 round blocks of graduated size and cap. All blocks have a hole in center into which slides peg attached to base. A challenge to baby to fit graduated blocks into proper place in pyramid form. Or Junior Floor Train, which encourages leg and body development. A wheel-less train, units of which fit into "couplings" at ends of each car. A mental stimulant in hitching and unhitching.

1½ to 3½ years: "Toys to co-ordinate muscular and mental activities." Example: Postal Station: a realistic mailbox that teaches shape discrimination, concentration and eye-hand co-ordination. Unlimited play value in fitting the various shaped blocks into their respective mailbox slots. Door at bottom for removing blocks and to provide storage space.

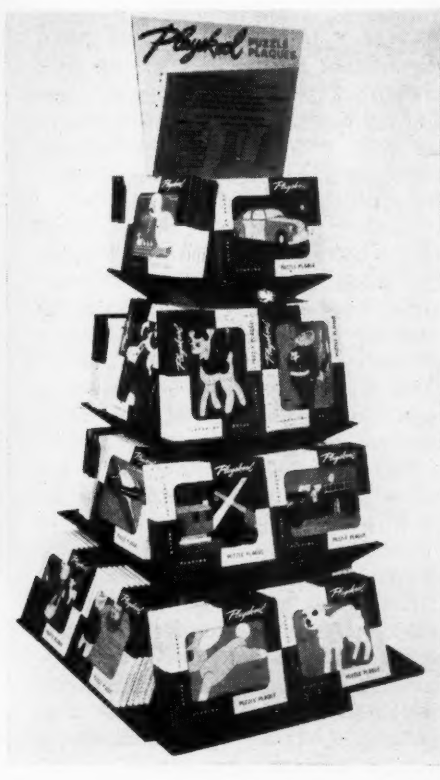
2 to 5 years: "Pounding, play-acting, building." Example: Workbench, 11½" long and 5½" high. A duplication of "Pop's" tool bench, with claw hammer, vise, screwdriver and wrench, complete with screws, nuts, bold wooden bolts and nails. All pieces are wooden. Bench comes apart by use of screwdriver on 4 large wooden screws. Bolts with nuts, and a plate to fasten onto the bench or for use in the vise; a wrench gives assistance in this difficult co-ordination test. For girls: a sewing kit just like "Mommy's." Beads, buttons, spools and "needles" are all wooden. Four sewing cards solve quiet play requirements and to prove manual dexterity habits. Sturdy box has ample room to hold additional materials as the girl grows older.

3 to 6 years: "New experiences, experimentation and dramatic play." Example: Bag of nuts and bolts, for co-ordinated finger play. One extra large bolt and nut, 2 medium size bolts and nuts and two small size bolts and nuts, encourage dexterity and muscle development of the wrists. All are brightly colored hard wood.

3 to 8 years: "Pounding, building, thinking, creating." Example: Peg Table and bench, for designing and building. A child can plan city and country scenes with wooden trees, houses, flower tops, barns, automobiles, garages and other shapes in this set. About 260 holes are drilled in the board into which the beaded-top pegs and 1- and 2-inch plain pegs easily fit. The trees, houses, etc., have holes into which the various pegs fit. A less expensive, but just as effective, set comes without the table.

1 to 9 years: "Stacking, balancing, creating." Example: blocks of all shapes and sizes, from the simplest square design for tots in the 18-month

INSPECT THE LINE: Playskool's self-help display (above) takes toys from behind the retail counter. Cards at eye level on the backboards illustrate the right toy for the right age.



ISLAND DISPLAY: This floor stand holds approximately 120 Playskool Puzzle Plaques. Produced by Container Corporation of America, it's made of corrugated board, will support 200 lbs.

to 2½-year age bracket, to elaborate shapes for constructing locomotives, buildings, bridges, automobiles, airplanes and many other objects. Blocks are regarded as units to which parents add, as the child's interest and skill develops.

While each newly-developed toy is the result of expert opinion on what children should play with, it is not put in mass production until Playskool has placed a number of models out for testing. The company has always believed in working with teachers, psychologists, parents and even the children themselves to see just what reception a certain new toy might receive. Pediatric departments in hospitals and institutions for children are excellent proving grounds for new toys. One observation was made in presenting toys to youngsters: "Presenting too many toys to the child at one time is not good for him. It confuses him. Give him one toy at a time throughout the entire year, and he will derive far more benefit and pleasure from each plaything."

Selective Distribution

Maintenance of a semi-exclusive sales force has kept Playskool products in the "prestige" line. Sales are restricted through 30 jobbing houses, 12 of which are the largest in the country, while 8 handle only infants' lines. There are 9 company salesmen on the road.

Because of the prestige enjoyed by Playskool, dealers do not mark down the toys to competitor's prices; they know that there are many more stores and toy departments anxious to carry the line. A high degree of business virtue is expected of Playskool dealers at all times.

Gone is the policy of the toy salesman who calls only on the toy buyer in a department store. To abet year-round business, Playskool representatives went to infants' wear managers a number of years ago and showed them the natural tie-in of Playskool toys. Didn't customers come to their departments looking for appropriate gifts, preferably something useful for babies? And for the department's benefit, the brightly colored toys are decorative and fit into the scheme of things. It has been a happy union.

Executives from the home office periodically make extensive field trips to see firsthand how things are progressing, and to do any necessary trouble-shooting. On a recent trip Thomas Grimes, who doubles in brass as advertising manager, talked with dealers and discovered that one of the dollar toys, the "Pick-and-Pop" toy, was not selling. The potential was great for this toy, because it was inexpensive, yet was designed to teach eye-hand co-ordination through concentration.

The toy itself consisted of an elongated egg-shaped wood-turned base, hollow, with a hole near the top. A wooden handle was attached to this unit. The idea was to have the child press the apparatus on a colored ball, and one of a different color would pop out of the hole. As he walked around the room, he would push down on a ball, pop another out, and so on.

Grimes found that in most stores the demonstrator toy was at fault. Where there were supposed to be three balls, there was one, thus making the toy ineffective. The problem of how to keep the demonstration balls together was solved by stringing a colored cord through the center of each so that one could not pop away down a ventilator shaft. Present sales of Pick-and-Pop show it to be a good number.

In line with Playskool's policy of maintaining a complete replacement service, extra balls may be bought from the company, or any part for any Playskool toy. Customers have written in for a single screw, or a hammer, or pegs.

"Prestige" Reputation

Top services such as replacing lost parts, plus excellent sales aids for retail sales personnel, sound advertising and sales promotion, and effective merchandising all contribute to the "prestige" reputation of Playskool, which lists prestige dealers such as Dayton's, Minneapolis; F. A. O. Schwartz, New York City; J. L. Hudson, Detroit; Stix, Baer & Fuller, St. Louis; Marshall Field in Chicago, Oak Park and Evanston.

The blue and white packaging of Playskool toys has become as familiar to customers as the inveterate Campbell Soup red and white label. Packaging, incidentally, solved the company's problem of "What to do about our picture puzzles?"

Up until a year or so ago, Playskool puzzles were merchandised from counters, piled one atop the other in sizable stacks. The shopper could see only the top puzzle and rarely wanted to dig through the pile—walked on, uninterested. Result: Puzzle sales were dying a slow death. Container Corporation of America was called in to solve the problem.

The original idea was to sell wire racks to dealers so they could display the puzzles in the aisle. The racks cost $8, and the dealers were cool. Last summer CCA came up with a corrugated board pyramid display which holds 200 pounds of puzzles, all facing outward for quick selection. (See illustration.) This switch in merchandising that one line has resulted in a substantial upswing in picture puzzle sales—and it doesn't cost the dealer a cent.

"Self-help" Display

Another merchandising idea at point-of-purchase is the "self-help" display, an open counter affair which enables the customer to examine or operate almost every toy in the Playskool line. For the information of the customer and salesperson alike, cards at eye level describe the right toy for the right age, and list the price of each. Toys on the counter are easily recognized from pictures on the cards. In the first four months this display was in key stores volume increased three and a half times over the previous nine-month period.

Playskool advertising is not a shout in the dark; intelligent placement of advertisements insure readership by serious-minded parents. Probably the first educational toy company to do so, Playskool featured a full page advertisement in *Life,* and a full page, full color advertisement in *Parents' Magazine,* illustrating the brightness of the toys and the careful workmanship, with copy emphasis on playability, education and "the right toy for the right age." Similar advertisements were scheduled for *Today's Woman, Good Housekeeping, Better Homes and Gardens* and several specialized parents' magazines. Readers have no trouble recognizing Playskool's familiar packaging and toys while browsing through even a cluttered holiday toy or infants' department.

When a customer buys a Playskool toy, she is given a small, handy catalog of the complete line, with easy reference by age groups. Each toy is numbered, so that she may call the store and order the toy delivered. Printed in two colors, the effective little book was produced by Rosenbloom Advertising Agency, Chicago, at the astoundingly low cost of 1c a copy. Reordering through the catalog has reached such a substantial volume as to make its value seem much greater. Playskool's executives feel that the problem is to fill demand.

The Distributor Did This:	When Manufacturers Failed:
• analyzed consumer preference and demand	• to initiate sound market research
• found a new market	• to keep up to date
• created a product-package to satisfy new market	• to recognize need for point-of-purchase promotion
• invited manufacturers to get on band wagon	• to evaluate consumer taste
• cut marketing costs by streamlined warehousing	• to study marketing costs

How a Bright Distributor Hangs More Wallpaper

The wallpaper folks took a pasting until a creative distributor brushed off the cobwebs. W. P. Fuller asked consumers what they wanted, came up with a package and a plan—and taught manufacturers an imaginative marketing lesson.

Based on an interview with **HOWARD C. SCHRODER**
Manager, Wallpaper Division, W. P. Fuller & Co.

Wallpaper manufacturers have never been famous for modernizing production and marketing techniques, and last year consumer interest in wallpaper was so dull that the industry sliced production in half. Yet one of the largest distributors of wallpaper (and paints) in the country, W. P. Fuller & Co., San Francisco, is 47% ahead of the industry in sales.

Why? Fuller asks consumers what they want, goes to manufacturers with its market research and points out what's wrong with the wallpaper business.

Fuller, therefore, does not simply buy wallpaper and distribute it. Instead, the company offers manufacturers design and home decorating ideas and a marketing plan that "fits in with the tastes and preferences of decorative-minded home makers."

Where have manufacturers slipped? "Insufficient market research," says Howard C. Schroder, Wallpaper Division manager. "The current do-it-yourself movement in home decoration has been ignored by the entire industry," he asserts, "and housewives, anxious for more color, have been turning from wallpaper to competitive coverings."

After market-researching the nine western states which it serves, the company took five well-defined steps to arouse manufacturers' interest in the do-it-yourself market:

1. Put pre-trimmed wallpaper, consumer paper-hanging tools and show-how folders into a do-it-yourself kit.

2. Initiated a "perpetual line" of wallpaper to take the place of the industry's standard "two-year line," making it possible to meet quick-changing color preferences.

3. "Color-key'd" wallpaper so housewives might easily match room furnishings.

4. Cut transportation costs by centralized warehousing.

5. Gave "large and assured" business to a few manufacturers instead of "bargain hunting."

Fuller found that consumers want (1) wallpaper they can hang themselves and (2) wallpaper that harmonizes with woodwork, draperies, rugs, upholstery.

Amateur paperhanging has been handicapped from a sales point of view because amateurs don't know how to trim paper to fit around doors, windows, moldings. And trimming—selvage cutting—is half the work.

Why not, thought Fuller, bring out pre-trimmed, precision-cut wallpaper and eliminate half the consumer's work? Fuller did, along with "color-key'd" wallpaper, a line of several hundred patterns—including abstract designs. With the new line came a "Jewel Case" of color chips keyed in tone to each pattern. Object: With key chips picked from the case, shoppers choose wallpaper color . . . and harmonizing Fuller paint.

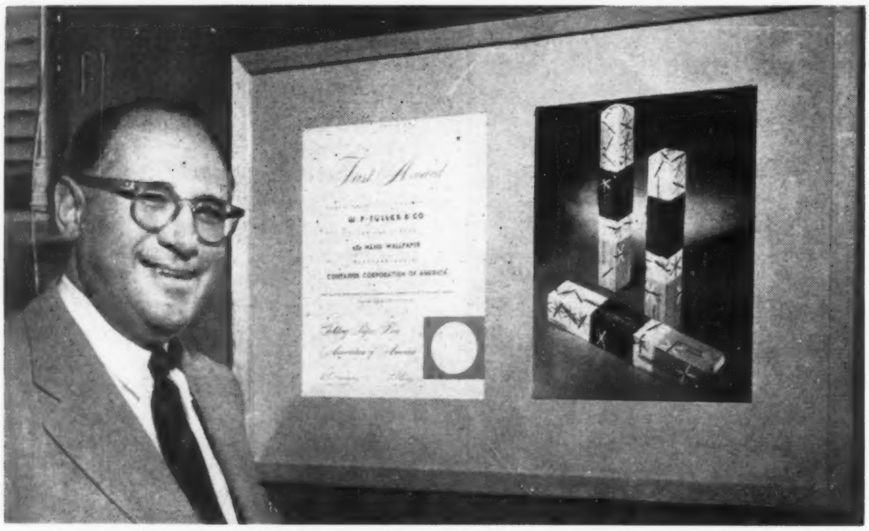
So, early this year, Fuller brought out "packaged" wallpaper, and four major manufacturers collaborated with Fuller to bring it out in a distributor package under brand name "EZE Hang."

The package includes roller, smoother, knife, paste brush, pre-trimmed paper. Then there's the "show-how" folder; it tells how to estimate quantity, how to prepare wall surface and paste, what materials are needed for a good job. The folder illustrates, picture-caption style, 14 paperhanging steps.

Packaged EZE Hang wallpaper reaches dealers in 24-roll cartons. Protected in its package, the paper arrives clean, bright, ready for colorful display.

Isn't wallpaper traditionally subjected to a high markup between manufacturer and consumer? Wouldn't packaging hike retail price? Fuller, nevertheless, offers the package at lower prices than unpackaged paper. Reasons: centralization of delivery, sorting, warehousing and shipping results in "enormous savings" in transportation costs. To cut in-between distribution costs, Fuller has set up a central warehouse in Chicago, from which 60 company service stores and 2,000 dealers are served.

Schroder says the packaging plan is paying its own way for other reasons, too.



THE MAN WHO STARTED IT ALL is Howard C. Schroder, manager, Fuller's wallpaper division. He originated the first wallpaper package in the industry, put his company far ahead of industry in sales by selling idea to four manufacturers.

WHAT HE STARTED is a pre-trimmed, packaged wallpaper, bundled up with tools for easy hanging. Why? Consumers want wallpaper they can put up themselves. This window display shows that wallpaper is "ready to paste and hang."

"We saw the advantages first in our own warehousing and shipping," he says, "and the saving extends to manpower. Warehousemen and truck drivers work faster and easier lifting and moving 25-pound cartons in place of traditional 50-pound rolls. New rolls can be stacked in a third of the space it required for the old rolls." The company has moved 1,200,000 rolls of the packaged wallpaper without a single claim for damage in shipment. "Before packaging we had an average of three damage claims a week," Schroder remarks.

The traditional wallpaper "package" received by the dealer is a 50-roll bundle tied with rope. Open ends are susceptible to damage, fraying, and the paper collects dust even in brief storage or display. Sunburn, ropeburn, are common causes of loss. Dealers accept as inevitable an 8% casualty in their stock. The bulky, round rolls are ungainly to stock, unattractive to show, heavy to move.

With the new package, damage loss and space waste has been almost eliminated.

But Fuller, still cautious, keeps its marketing eye on point-of-purchase, sends questionnaires to its own service stores, asks dealers to provide data on:

1. The 5 best sellers, the 5 poorest
2. Most asked-for orders
3. Types of patterns on which dealers are short
4. Price range in which they are short
5. Difficulties met with by customers, customer comments, price resistance
6. Suggestions on design or color for future additions to the line

Through these questionnaires and "constant field work by the Fuller sales personnel" the company found EZE Hang needed even more life at point-of-purchase, made quick changes.

1. More color keying: Instead of the original idea — a box of color chips for customers to work from in following the recommended room color scheme—harmonizing chips are now placed on the wallpaper sample in the pattern book. Matching chips are therefore available for the customer to take with her. Or, the dealer can loan her the pattern book to take home and study.

2. Flexible pattern book: Fuller switched from a bound, unchangeable book to a loose-leaf type. This signaled the shift from the "two-year line" which had prevailed in the industry, to what Fuller calls its "perpetual line." Reason for the change, of course, is to make possible quicker response to changing color trends in home decoration.

Example: Fuller finds that colors the home maker selects in clothing closely parallel her choice for room color schemes. Says Schroder: "If yellow becomes fashionable in dress, within a 30-day period our dealers will be recording a high demand for yellow in wallpaper. The loose-leaf sample book permits us to anticipate that demand."

Now all patterns offered by the company's service stores and dealers are tailor-made to what is considered "the style in western home decoration." A balance is struck in the price and design range, predicated upon the fact that demand will require approximately 10% in the economy category, 80% for the general market and 10% for "high style." Instead of depending on New York for color and design, Fuller offers its manufacturers the work of West Coast de-

The SCHUYLER HOPPER *Co.*

MARKET RESEARCH · SALES PROMOTION · ADVERTISING

TWELVE EAST FORTY-FIRST STREET · NEW YORK 17, N. Y. · LEXINGTON 2-3135

<u>Why do so many Sales Managers wear blinders</u>

<u>when it comes to the one market factor</u>

<u>that counts most in selling their products?</u>

The Sales Manager is a walking encyclopedia of market statistics.

He knows who his customers are, who his prospects are, where they are, and approximately how many.

He knows how many units of product he's sold, how many competition has sold, and what the potential is.

What he is most likely NOT to know is what customers and prospects think (right or wrong) of his product, his company, his salesmen, his service, his competition - and, particularly, WHY they think it.

Yet he can have no clear, workable understanding of why sales that seemed certain were lost; of what's making life tough for his salesmen and costly for his company, without sure knowledge of what customers and prospects think - knowledge that reliably weighs what's most important to them about his product, what's less important, what's unimportant.

And without such knowledge, advertising is an expensive chip in a costly game of chance.

The Sales Manager who relies for such information on his personal knowledge of customers and prospects, and on the reports of his salesmen, may be fooling himself. He and his salesmen may be too close to the job of selling

- to get a clear, balanced picture of customers' and prospects' problems and needs, their prejudices and confusions;
- to get the <u>real</u> reasons behind turn-downs;
- to analyze objectively the steps that lead to sales.

First-hand information of what people believe about your product - what they believe that's <u>right</u>; what they believe that's <u>wrong</u>; what they don't know at all, and should; will provide the authority your selling and your advertising needs in order to sell by helping people buy.

Sincerely yours,

The Schuyler Hopper Co.

"Experienced in the reduction of guesswork in advertising and selling"

signers and colorists and merchandises the product as western in spirit.

3. Smaller designs: Fuller finds that rooms most likely to be decorated with wallpaper are smaller in the majority of new homes. The company convinced manufacturers that smaller designs were in order. Large, expansive patterns dwarf today's compact breakfast nook.

Interestingly enough, wallpaper is Fuller's best paint salesman. Not only is the company 10% ahead of last year with its wallpaper sales and 47% ahead of the industry average—it is selling more paint. Reports from Fuller service stores which handle both wallpaper and the company's paints indicate that 10% of the customers buying wallpaper also buy paint. Since the EZE Hang program and the "color-keyed" tie-in for complete room color schemes began, about 60% of wallpaper sales include paint purchases as well.

Companion Product: Paint

The reason is simple. "People who do a paint job at home rarely think of doing paperhanging too. But nearly everyone who papers a room is likely to observe a need for paint *after* the job," W. P. Fuller points out. "What our program does is to remind the customer to buy paint when and where she buys the paper—following our room color plan."

Supplementing the company's own advertising in magazines and newspapers, dealers receive radio scripts and newspaper mats and can avail themselves of a cooperative advertising program; Fuller pays 50% of the dealers' advertising costs up to 2% of their total wallpaper purchase from the distributor.

Recently Fuller received a publicity windfall. The Container Corporation of America gave the EZE Hang package the first of 12 awards for design. The Society of Typographic Arts also cited the container for "excellence of design in Chicago printing."

Fuller has other easy-to-apply lines coming up. There'll be a plastic wallpaper line which will resist grease, oil, dirt. It's for bathrooms, kitchens, commercial interiors. A new paste line will be dampened like a postage stamp, slapped on the wall. Both lines will be packaged.

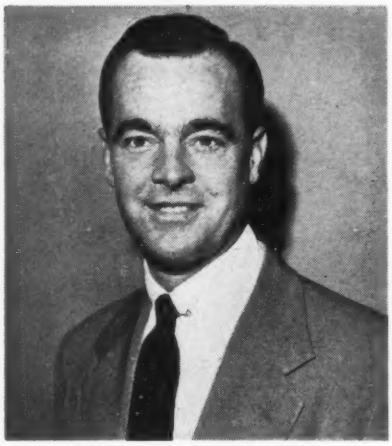
Fuller believes the significance of the do-it-yourself movement in home decoration cannot be overestimated by those serving it. "Ease of application and sensitivity to style and color trends appear to be the key to sales," says Schroder.

People and their Ideas

J. W. Miller, president and general manager, Mid-Continent Airlines prior to its merger with Braniff International Airways, has assumed duties as v-p of the Dallas-based airline . . . **George E. Van Sise** has been appointed to the new post of manager of distribution, General Foods Sales Division . . . New v-p in charge of Pan American World Airways' Atlantic Division is **Harold E. Gray,** who joined the company in '29 as a pilot . . . **John T. Tierney, Jr.** is now midwest district sales manager for the Tar Products Division of Koppers Co., Inc. . . . **Jack M. Roehm** has been appointed director of research, The Kawneer Co. . . . Promotion of **Gordon V. Mead** to general merchandising manager of The Firestone Tire & Rubber Co. has been announced . . . New sales manager, The American Crayon Co., is **Gordon E. James** . . . Stern's Garden Products, Inc., has appointed **William H. Sheffield** sales manager. He's been manager of Kalistron and Flexwood Divisions of US Plywood Corp. . . . New sales manager for The Cole Manufacturing Co. is **Walter P. Wood** . . . **James R. Butler** has been named to the post of merchandising manager, Raytheon Television and Radio Corp. . . . Appointed sales manager for the Industrial Division, Belt Corp., is **Richard L. Kennard.**

LUFKIN

Willfred W. Lufkin, Jr. has been elected president and chief executive officer of **Wellington Sears Co.** He was formerly executive v-p . . . New v-p in charge of sales, Mergenthaler Linotype Co., is **John W. Reid** . . .



BUNKER

Edmund C. Bunker has been appointed sales manager of station KNXT and of the Columbia Television Pacific Network, Los Angeles.

Personal Selling

". . . it can hardly be denied that in personal selling lies the retailing establishments' hope of meeting competition in the future. The merchant who wants to paint his own picture of future business had better set up means for developing the people who work at the point of purchase. This is the time to wake up and sell! . . . Our markets grow as our productive power grows because production of goods means ability to buy goods and consumers will buy provided the right goods and services are in the right place at the right time." **Robert A. Love,** Ph.D., director Evening and Extension Division, The City College School of Business and Civic Administration, before the fourth annual Atlanta Retailing Clinic.

Everybody Needs Everybody

"You are all familiar with an attitude that used to be popular years ago—and there are still some who have this attitude. This was . . . that you as a businessman could not prosper unless it was at the expense of those with whom you did business. Today most people realize that the true foundation for business profits . . . is the success of those with whom you do business. The retailer needs his wholesale supplier and the supplier needs the retailer. The manufacturer, the food broker, the wholesale distributor, the retailer—each is dependent on all the others. Each one succeeds when the others succeed." **Clarence Wendt,** chairman, National Food Brokers Association, to the Wholesaler's Food Institute.

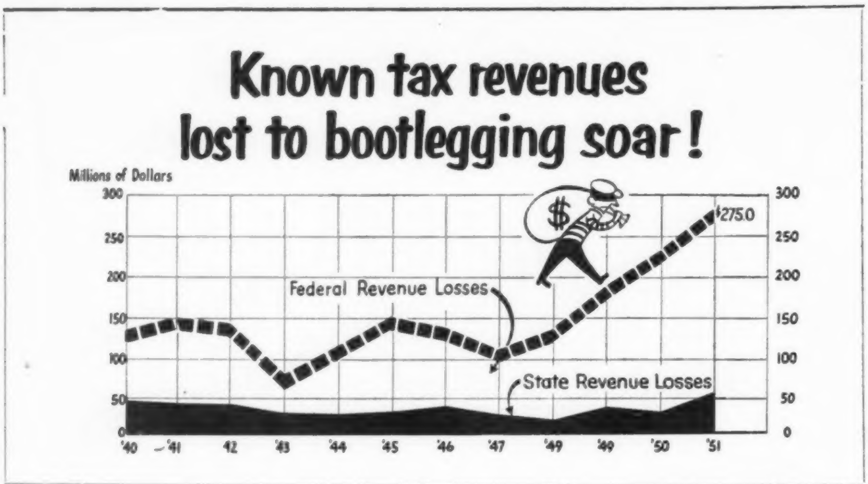
"The Key to Progress"

In an address to the Boston Conference on Distribution, **Dr. Richard Glenn Gettell,** chief economist, Time Inc., said this: "We must never forget . . . that continued growth, the long upward path around which . . . cyclical swings take place, is not made easier by the achievement of security. Indeed, full security is tantamount to stagnation. President Conant put it succinctly the other day when he said 'the key to progress is competition.' It is imperative, therefore, that key decisions be taken by men who are not dominated by considerations of security. This places a great burden on the businessmen of today—and tomorrow. They are, and must continue to be, the chief innovators and risk-takers of society. Whatever the other groups of the population may do, businessmen cannot, must not seek safety."

Women Shoppers

Does Mrs. Housewife's household shopping list specify brand names? "Rarely," says **Alan Berni,** president, Alan Berni & Associates, Inc., who's made the first of a series of continuing studies of present-day shopping habits. "The study indicates," says Berni, "that many so-called marketing authorities may be 'spitting into the wind' when they sound off about their advertising's impact on the average household's purchasing agent." He thinks Mrs. H. waits until she arrives at the market, then selects the package or brand which promises her the most satisfaction or the biggest value.

BERNI



SOURCE: "Is Bootlegging Again Becoming America's Big Business," by W. W. Wachtel, president, Calvert Distillers Corp., New York. Tax $10.50 per gallon.

A Report on Bootleggers' Current Sales Problems

If it's any consolation, today's liquor runners are harrassed with price wars and overproduction. But they still offer saloon keepers a way to double profits or lower retail prices. Their biggest asset is the federal tax they don't pay.

BY JEROME SHOENFELD • *Washington Editor*

The bootleg liquor industry takes a lot of abuse. Government agents hunt down stills, sieze raw materials, arrest distillers. But probably the most unkind cut of all is the price war — whether staged by bootleggers, or by legitimate retailers who cut Fair Trade prices.

The current market for bootleg liquor is, apparently, firmer than last spring and summer, when 5-gallon cans were offered at the distress price of $18, and when there were no takers, at $16. Bootleg sells regularly for $4 per gallon—the current price—and because the industry deals mostly in 5-gallon lots, the minimum purchase is $20.

The bootlegger's biggest sales advantage is the $10.50 per gallon federal tax he doesn't pay.

A few days after last summer's price break, Ohio cities were astir with rumors that a large quantity of top-grade New York and New Jersey bootleg liquor was available. The price was attractive: 11 gallons of straight whiskey for $75.

As the news got about among Ohio night club and barroom proprietors, it was whispered: "It's a Mafia deal." The Mafia, for those who didn't watch Kefauver's crime hearings, is a world-wide gang, or rather syndicate, descended from an organization of Sicilian rebels. The word was intended to convey several implications. For a federal agent it means, "No use nosing around. You know Mafia men don't talk." To a cabaret manager it is like being informed that some low-price mail order product is "really" such-and-such top brand.

In general the bootleg industry in the North differs from that in the South. In the North there are large well-managed firms and in the South there are scattered small businesses with rarely a hint of absentee ownership.

A northern still, located probably in New York, New Jersey or Rhode Island, is likely to be in an old factory. An abandoned chemical plant, which retains its ancient stink, is ideal; A plant of this kind employs several A-1 chemists. Its product is pretty good, even if poorer than aged whiskey; it's not poison.

Customers are saloon keepers, night club proprietors, now and then a hotel owner, according to officials of the Alcohol Tax Unit, Bureau of Internal Revenue. There are no direct-to-consumer sales and no effort is made to make them; they're not wanted. Ordinarily, orders are booked by telephone; the conversation is little more than a price quotation and arrangements for delivery. These arrangements go far beyond the service offered by a manufacturer, distributor of, or dealer in branded products. A bootlegger keeps a supply room open all night, ready to fill in depleted stock on telephone notice.

Before a night club manager hears a telephoned quotation, he has been enlisted as a regular customer. The sales talk is simple. It's the price difference, per gallon, between branded and non-branded liquor. Non-branded liquor can be conveniently mixed with the branded, allowing the proprietor either to lower his retail price or to increase his profit margin. Delivery is frequent and in small amounts, so that not only will there be less risk of detection, but, more immediately, there will be no need for keeping capital in inventory. The product, of course, is great for the fancier mixed drinks and satisfactory for highballs or even straight jiggers for those who've already had five or six.

Need New Customers

A big bootlegger must research the market. When prohibition ended, there was a vast market as the owners of speakeasies hastily secured whatever licenses federal or local law demanded. But that was a generation ago, and the old proprietors are disappearing. They die; they "skip rackets," which means switching to dope or gambling, or they retire on earnings invested in solid real estate as their children go to college.

In some cities, with the help of the police, in others different help, close watch is kept on the opening of new bars, new night clubs, even new private clubs. It sometimes happens that the new owner has been in business for years as an entertainer or in some other capacity, so that his social acquaintance need only be broadened to include business. Sometimes he enjoys a promising police record. The

first solicitation, often though not invariably, is an anonymous telephone call: "Do you want to increase your margin per drink 100%? The stuff's as good as any."

The field is thoroughly competitive. Concerns invade each others' territories: A man who can't get rid of his output locally looks elsewhere, usually making the necessary contacts through local brokers — racketeers. Competition is just as active, but not so violent, as in prohibition days, and such unfair trade practices as murder or arson are frowned on as injurious to the entire industry and likely to reveal important trade secrets to the local or federal cops.

Bootlegging of legitimately distilled brands thrives in states with liquor retailing monopolies. The state store is an hour away or it's closed or, for some reason, you don't want to get a drinking license. A regular bootlegger, getting his supply from respectable wholesalers across the state line, will supply you at home, in restaurants, anywhere. They charge extra for the gracious "Thank you," with which they respond to a 4 a.m. order.

In the South, from Virginia down the Atlantic Coast and thence along the gulf through east Texas, there has developed a large direct-to-consumer or sale-through-retailer industry, which is responsible for most of the arrests through federal agents. The business ranges from mountain stills to supply the family and immediate neighbors to concerns with city markets grossing several hundred thousand dollars a year.

A large southern concern may be run by no more than five men. There will be the organizer who, among other things, makes necessary political arrangements. With him are a financier who handles credit arrangements for sugar and other supplies, a sales manager who keeps in touch with the market, a still operator and a truckman. A larger organization will locate from 50 to 100 miles from the city it serves.

As in the North, bootleg is sold in wholesale lots to bars in the South, but there's much more direct retailing. The salesman asks, "Want a drink, Bud?" A Mississippi dealer bought gallons at $3 and grossed $8 by rebottling into attractive half pints which he offered on orders at 50c. Per gallon, prices range from $3 to as high as $10 in east Texas; for a long time in Alabama, the market has been steady at $4.

The southern product is lower grade than the northern and differs so much from bonded liquor in appearance and otherwise that the police can spot it on sight and verify their suspicions by sipping. The proprietor doesn't protest his arrest and pays his fine. Bootleg is subject to siezure and so can't be kept around. Runners, paid in drinks or in permission to hang around without buying, replenish the stock from a supply at home or in the garage. For a poor landlord, there's sometimes a profitable alternative to furnished rooms: You can get a "shot" at his house for 25c or even 15c.

Evidently, bootleg costs in general are lower. For one thing, even top quality bootleg is not aged. Everything is sold fast, creating a turnover of several times a year. Sugar is cheaper than grain. A concern makes

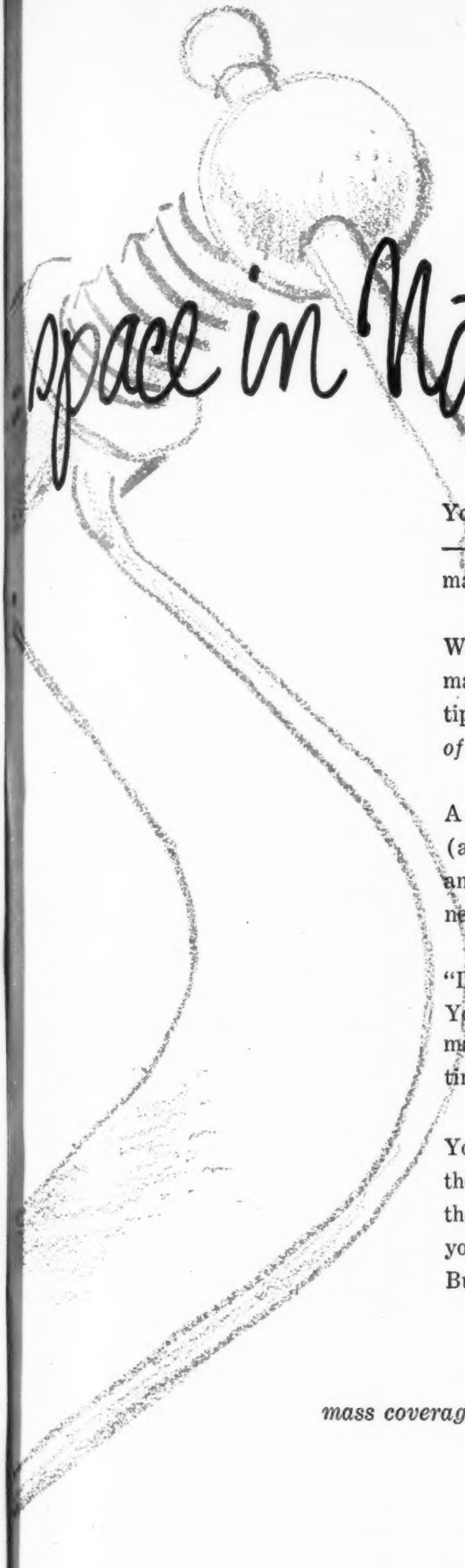
"After a while," says Dr. Russell Potter of Columbia University, "a speaker may become so relaxed and sure of his success that he just turns on the words and lets them flow without much conviction. When that happens the speaker needs a jolt."

just one or two products — whiskey and alcohol—so that the expense of variety, even the mere variety of labels and bottle shapes, is eliminated. The unit of sale is 5 gallons, not a fifth of a gallon. Market research is pared to the essential—who's who in the night club and bar business.

Although bootleggers avoid many expenses, of which taxes are the greatest, they have several of their own. Unproductive go-betweens are paid merely because they know somebody in the police department or in politics. Surplusses can't be advertised in a newspaper spread, but only through surreptitious telephone conversations and mysterious contacts with out-of-town bosses. After-hour delivery services must be maintained.

To a palate that's been pampered by aged, bottled-in-bond stuff, bootleg tastes bad. The northern product needs cocktail flavors or several good drinks beforehand. The southern is terrible—heavy and hot. But, many Southerners will tell you that they've somehow developed a taste for it. They like it that way.

It's to be seen that although the bootleggers have many advantages over ordinary liquor makers, they face many difficulties. If the industry doesn't grow, at least it manages to survive.



space in Nation's Business?

You can make more mass sales impressions in the business market —and for less money—with Nation's Business than with any other magazine for businessmen.

What do we mean by "mass sales impressions"? It's a consumer marketing term . . . the number of insertions in your schedule multiplied by a magazine's audience . . . *pages of advertising in front of buyers.*

A basic 12-page schedule to NB's 800,000 businessman audience (all paid), figures out to 9,600,000 sales impressions. Maybe Life and The Post will give you more . . . but certainly no business or news magazine will.

"Do I need all that powerful impression power?" you may ask. You do — if you want to nail down your future in the biggest market on earth — *business*, a $600 billion market, at least four times the size of the consumer field.

Your consumer cousins, to make hay, have got to sell the head of the house, and the husband, and the kids . . . and as many houses in the block as they can reach at low cost. And that's precisely what you have to do in the great family of American business. Nation's Business and its unmatched mass coverage can help you do it.

mass coverage of business management

Nation's Business

A GENERAL MAGAZINE FOR BUSINESSMEN • WASHINGTON 6, D. C.

Penn Power Sells Creatively—and Industry Buys Kw's by the Billions

Kilowatt hour sales jumped to 2¼ billion annually when industrial salesmen began selling ideas and offering customers more production and lower costs by electrification.

Based on in interview by C Fred Savage with
J. M. STEDMAN • *General Sales Manager, and*
S. F. DIFFENDERFER • *Industrial Sales Manager*
Pennsylvania Power & Light Co.

Industrial selling may mean many things, but to an industrial salesman for the Pennsylvania Power & Light Co. it means only one: persuading his industrial customers that increased electric power will result in more production, faster production, and lower costs. Thus, finding new markets and expanding the old, is a selling job accomplished by indirection.

This do-a-better-job approach is enabling Penn Power to achieve a steady expansion in kilowatt-hour consumption of power used by industrial plants in the 28 counties of Central Eastern Pennsylvania in which the company operates.

Armed with a knowledge of customers' production methods and techniques, Penn Power industrial salesmen ferret out particular problems, develop practical solutions, then follow through as liaison men between the prospect and firms manufacturing the electrical equipment or performing the services which may be needed. End-product of this basic service approach is more electrical load on the Penn Power lines.

Since 1945 industrial kilowatt-hour consumption in the 9,500 sq. mi. service area has increased 42.4%. While some small portion of this increase is "gravity" business, by far the larger proportion is due wholly to creative salesmanship.

Coal and steel dominates the industrial scene throughout the service area with considerable support given by textile and clay products industries. A diversified industries group, which includes all plants not covered

How Penn Put More Power Behind Industry

Re-organization

In 1945, at the close of WW II, Penn Power shook up its entire sales organization. Under the direction of a general sales manager, five divisions were formed and managers appointed.

Divisions are:

1. Residential
2. Commercial
3. Farm
4. Industrial
5. Area Development

Division set-up allowed for second phase of reorganization which included scientific selection of sales personnel and specialized sales planning for selling in diversified markets.

Objectives Established

While management's broad objectives are to:

1. Sell more killowatt hours
2. Sell so as to improve customer relations
3. Sell the American competitive enterprise system . . .

they are more closely defined in each individual department.

The Industrial Sales Department tackles them by:

1. Conserving manhours and material
2. Helping its customers
3. Assisting sales allies
4. Maintaining community welfare by keeping plants productive

Results of Program

From 1946 to 1951 the total electric revenues increased $31 million (61.2%) and $156 million was invested in new and additional equipment and facilities. Revenue for 1952 is expected to top $86 million.

A 13% increase in generating capacity (80,200 kilowatts) was installed in 1951 bringing total net increase since 1945 to 50% (227,836 kilowatts).

A total of 6,129 miles of additional lines have been built, resulting in improved customer service.

AND WHAT DID IT COST?
Including advertising, total sales promotional expense for 1951, was only $2.39 per $100 of general business revenue.

PLANNED LIGHTING installations, such as shown above, increase production, improve employe morale, and build a greater line load for Penn Power.

by the four mentioned categories, is fast becoming an important consumer of industrial power. This group is using more than 800 million kilowatts annually, representing nearly 35% of the total industrial consumption.

The Penn Power sales force, operating out of six geographical divisions carry out the basic objectives of the master plan (outlined in box opposite page) along three main assault fronts: mass sales promotions, point-of-sale coverage, and planned sales presentations.

Mass Sales Promotions (MSP's): are in the form of meetings, lectures, demonstrations, etc., of two specific types — "self-initiated," and "participating." Meetings are used to develop prospects among all industrial customers for a wide variety of electric service uses.

The "self-initiated" MSP meeting is used in one of two ways: (1) to sell a selected group of electric services to a *specific class of industry* such as textile, foundry, steel, cement, etc., or (2) to sell a specific service to customers representing *several types of industries.* Where individual authorities on the meeting subject are immediately available, often they are enlisted as speakers.

For example, MSP's are selected on the basis of their timeliness in any particular sales area. Utility power men are well experienced with numerous ways of stepping up plant production. "This experience," says S. F. Diffenderfer, Penn Power's industrial sales manager, "includes the application of lighting for production *and* for protection against sabotage; electric heating in its many forms with its resultant savings in manhours and increased output, and industrial refrigeration in such applications as food, drug, and metal processing. Materials handling, often using as much as 40% of total plant manhours, can be increasingly mechanized to productive advantage. Proper air conditioning and ventilation often result in substantial increases in worker output. Stepped-up production can be accomplished by widespread motoriza-

LECTURES AND DEMONSTRATIONS, all part of a mass selling technique . .

HELP SOLVE perplexing problems for Penn Power's industrial customers.

tion of manual operations and various other applications of electric service."

If, as part of the company's continuing market analysis, it is determined that a need exists for industry information on any of the above subjects, it is promptly put on the MSP agenda in the proper division. The sales department plans the campaign, individual sales representatives promote the meetings along with able cooperation with sales allies, and then encourage attendance.

Meetings vary in size and scope. Example of a large "self-initiated" meeting is found in the Industrial Equipment Show, conducted last May in Lancaster, Pa. Held in the Penn Power building, the two-day affair was comprised of 15 industrial exhibits, each covering a different electrical category. The show played host to 343 visitors. Success is indicated in the statement, "The show will be continued as an annual event and similar shows will be staged in other divisions."

A promotional meeting of the "participating" variety consists of providing or participating in existing programs of civic clubs, engineering societies, and industrial groups. These promotions are proving effective in building a better understanding of the public utilities industry and the importance of preserving the free enterprise system.

"Light Sources and Sorcery" was the title of a "participating" meeting held before 55 members of the Bethlehem, Pa., Kiwanis Club. Meeting was the result of combined efforts of

magazine taps rich, hidden food and liquor market

BAR & FOOD gives you almost exclusive coverage of the 3.6 billion dollar bar-restaurant business ... reaches over 40,000 individual establishments—the top third of the total eat-out, drink-out market.

Here's important news for every manufacturer in America of foods, liquors, kitchen appliances, bar-restaurant equipment and supplies, and all related products... also for every advertising agency servicing these accounts.

a hitherto neglected market

You are not now reaching the rich, hidden bar-restaurant market. None of the hotel or restaurant publications reaches it. 120,190 bar-restaurants, doing 4.8 billion dollars a year of total business, have till now been served by *not one book* on your media list!

Now—Bar & Food makes it possible for you to reach the most important of these bar-restaurants—40,000 places doing three-quarters of the nation's bar-restaurant business...3.6 billion dollars a year.

controlled circulation—bought and paid for

Bar & Food's circulation is controlled at the local level by major distributors of food and liquor. They *pay us* for the subscriptions they send their best customers... because Bar & Food will help their business grow. And *their* business is *your* business!

"show-how" help for bar-restaurant operator

Bar & Food is edited specifically to serve the bar-restaurant owner-operator. It's the *only* book so designed. Similar in format to the great weekly picture magazines, Bar & Food contains one-fourth copy... three-fourths photography...

...*with picture sequences* that solve problems just like his

...*with picture-captions* that talk his language.

for you, the advertiser

Bar & Food will help bar-restaurant operators improve their business. This is your aim, too.

Bar & Food enables you to reach the cream of a market you have not been able to reach at all till now. It's a new equipment market. It's a repeat-sale market. And it's a market with tremendous growth potential.

Let us hear from you. We'll be happy to tell you more about Bar & Food.

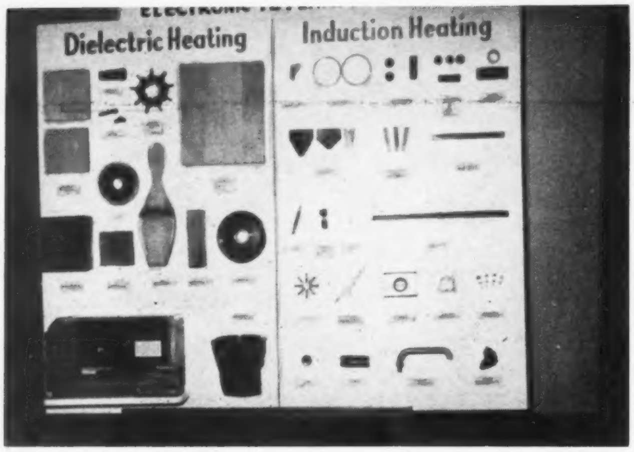
Bar & Food

A CONOVER-MAST PUBLICATION
205 East 42nd Street
New York 17, N. Y.

Bar & Food is edited and published by the same people who, for 17 years, made *Liquor Store & Dispenser* the leading magazine in its field – in editorial service, circulation, and advertising. Bar & Food is king-size in format – to facilitate pictorial treatment and to give greater display of various products and new equipment helpful to the reader.

				Total No.	Total Bus.
Commercial Restaurants	194,123	Drinking Places	152,433	346,556	$10.6 billion
No. Serving Liquor	35,661	No. Serving Complete Meals	84,529	120,190	4.8 billion
No. grossing $50,000 or more per year	32,148	No. grossing $50,000 or more per year	19,108	51,256	
BAR & FOOD draws its circulation from these two groups ... a rich, neglected market-within-a-market				BAR & FOOD circulation 40,000	BAR & FOOD market $3.6 billion

Based on 1948 U. S. Census of Business



PENN POWER'S INDUSTRIAL EQUIPMENT SHOW, a company sponsored typical mass sales promotion, uses creative exhibits on heating and lighting . . .

TO START INDUSTRY MEN THINKING, talking, and buying . . . electrical equipment which improves production methods and uses more kilowatt hours.

the lighting consultant and the industrial representative of the Lehigh Division. It consisted of a lecture on various light sources and stressed the fact that just getting light was not enough; that the right quality and right quantity was equally important. Coupled with the lecture was a demonstration of different types of light sources including: incandescent lamps, fluorescent, sodium and mercury vapor lights, and chemical lanterns.

During the first eight months of 1952, industrial sales representatives staged 21 "self-initiated" mass sales promotions with attendance reaching 1,500 industrial customers and sales allies. "Participating" mass promotions during this same period numbered 53 and reached a total of 3,000 industrial customers and sales allies.

Point-of-Sale Coverage: is a technique used where individual face-to-face selling is required — where an intimate knowledge of the "production" phase of the customer's business is necessary. Even with this technique the sales representative confines his effort to *selling ideas.* He enlists the cooperative sales action by sales allies in specifying proper equipment and in taking the order.

A quota of 16,800 creative sales calls a year is assigned to the industrial sales department. Every industrial customer, even the smallest, is called upon at least once a year. Broken down on the basis of 34 industrial salesmen in the department, each salesman makes approximately 494 calls a year.

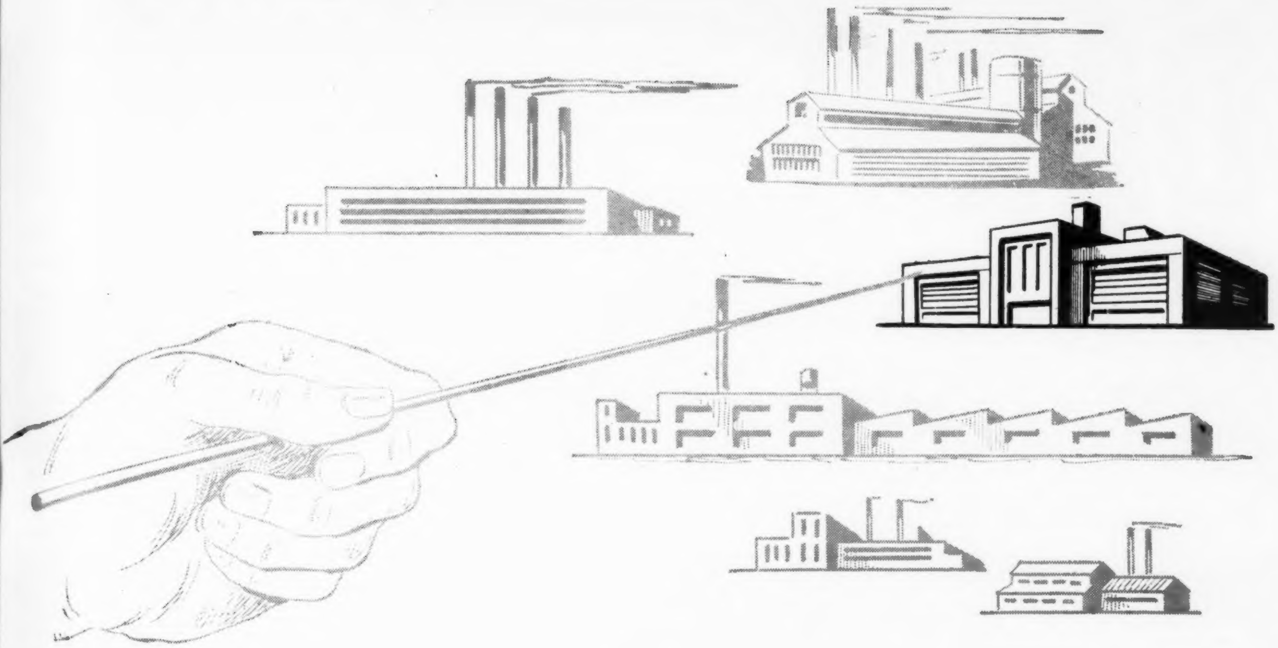
Responsibilities placed upon the sales organization require specialized planning, supervision, and personnel. They require technical and promotional personnel of the highest qualifications. They demand professional selling abilities.

Penn Power's 34 industrial sales representatives have a full comprehension of the technical aspects of the job at hand for, within the group, 29 are college graduates, 27 of whom are Registered Professional Engineers. All 34 have the required professional salesman aptitudes.

Through personal creative sales calls they develop prospects, make Planned Sales Presentations (PSP's), then, cooperating with their many allies, complete sales. This appears, on the surface, to be a simple procedure, but how does it work in actual practice?

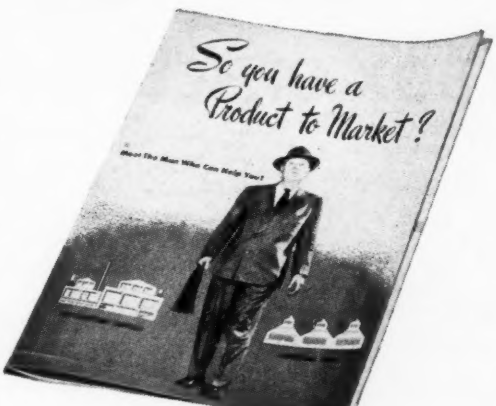
The industrial utilities salesman, during his training period at Penn Power, learns that selling kilowatt hours is different from selling a tangible product. He learns to create business out of the needs of his customer —and that frequently the customer is not aware of his own needs. His first duty, then, is to get acquainted with the customer's problems. Once the customer's confidence is won, and the salesman has free access to the plant, the real selling job gets under way.

As an example of creative salesmanship, based upon knowledge of the customer's production problems, take this case-in-point: A tanning company had been experiencing considerable difficulty in fuse blowing on its plant distribution lines, resulting in costly interruptions to the production line and damage to material. Tannery management wanted to install an additional hide splitting machine but was reluctant to do so when advised



distributors and distributor salesmen can point out those local spots where your products can be sold

Send for your copy of this new booklet



Nothing beats being in the know in your own neighborhood. That's the enviable position distributors and their salesmen play in the local business picture. They know plants, they know what they make, they know the materials they use, they know the personnel. When they start out to sell they approach the market with knowledge of the local trade. Having distributors and distributor salesmen as a part of your selling organization is a direct approach to your source of business.

Once they are part of your organization keep them as well informed as your own salesmen . . . treat them like your own sales force. With cooperation they will get results!

Industrial Distribution

the only magazine published primarily for industrial distributors and salesmen

A McGraw-Hill Publication, 330 West 42nd Street, New York 36, N.Y.

by their own people that the existing wiring was inadequate to handle the present load. The Penn Power man servicing this industrial user solved the problem by analyzing circuit loads and making recommendations which eliminated the old production hazard, thus permitting prompt installation of the new piece of equipment. Increased demand—50 Kwh., estimated annual revenue (EAR) $1,875.

Sales alertness, plus knowledge of available equipment solved another production problem for a small woodworking shop, put idle machinery to work, and created more payroll. On a regular sales call, the Penn Power salesman learned his customer had received a large order for wooden displays of a new float valve assembly, and that the plant manager was considerably worried about getting the order out on time due to the inadequate capacity of the plant's sander and planer.

Through knowledge of the customer's operation, the salesman recalled that a nearby plant had some such equipment for sale. He arranged to have the two companies get in touch with one another and a deal was made. Subsequently, the needed equipment was purchased and delivered to its new owner. As a result the display order was completed with time to spare, the plant manager was taken off the hook, the company was put in good stead to receive future display orders, and the Penn Power man increased his line load by 17 Kwh., (EAR) $800.

Not Unusual

These are *not* unusual sales stories. They are, in fact, the rule rather than the exception. They stem from the company policy of helping local plants within its service area.

Other services performed by the company's industrial salesmen are in helping industry locate scarce materials and equipment and to co-ordinate the utilization and installation of such materials and equipment. This reduces managerial problems, thereby permitting more concentration on planning and action toward maximum output of goods and services. To further strengthen this effort, Penn Power publishes an *Industry Product Directory* of the area, telling what equipment is available and where it is located.

Benefits to industry, in addition to the direct support of defense production, is found in this phase of the program. Industry's economic stability is aided by Penn Power's assistance in securing and retaining orders, reduc-

ing production costs, and preparing for continued full-scale production after Defense needs no longer exist.

Industrial customers also are given an assist in negotiating Defense contracts and, when the need for machine tools is urgent, Penn Power lends its support in helping customers gain access to the Government's stockpile.

Planned Sales Presentations (PSP's): third major attack front, are individual promotions selected and prepared by the field representative for a particular customer. PSP's are usually short, one or two pages, and nontechnical. When proposals are of an extremely involved nature they often are prepared by the Industrial Sales Department's Technical Service Section, and contain charts, graphs, and other technical information.

Teamwork Pays Off

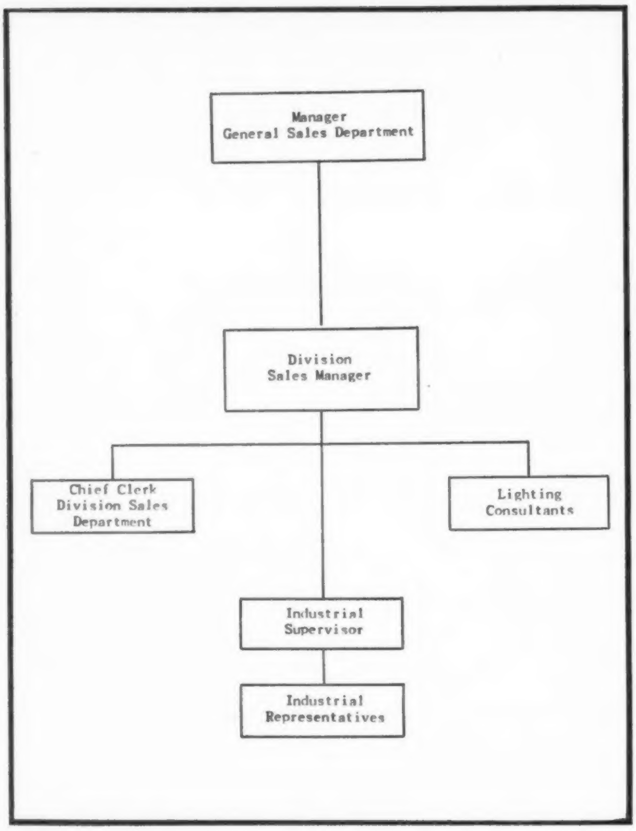
Here is how a creative PSP, aided by a valuable assist from the Technical Service Section, resulted in the sale of a dielectric core baking oven —first of its kind in the territory— to an aluminum foundry company.

This specialized equipment was introduced to the foundry owner several years before but aroused only slight interest. The owner was cognizant of the advantages to be gained through use of the equipment but didn't feel the expenditure could be justified.

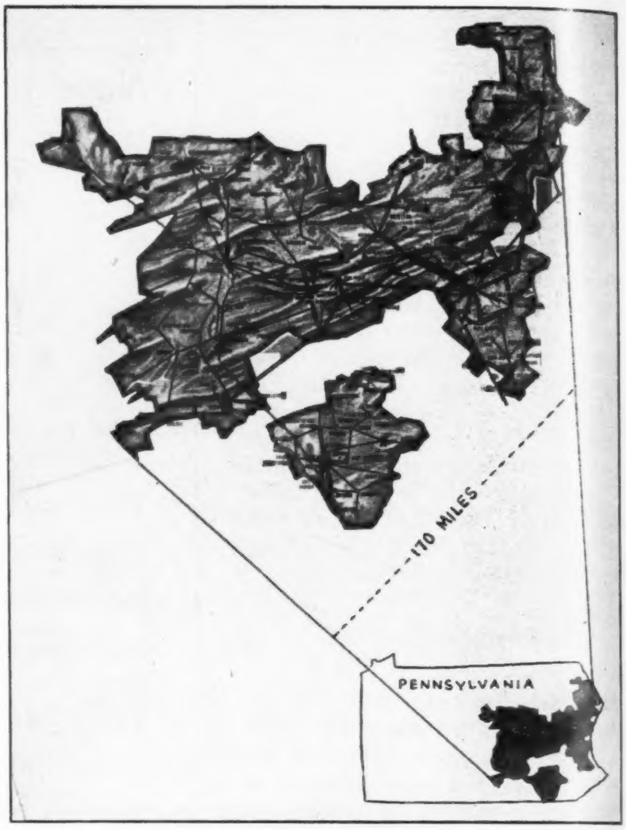
A steady increase in business later required that additional ovens be installed. It was learned that the customer was considering a different type oven than what originally had been demonstrated. The salesman again outlined the many advantages of dielectric heat and urged the customer to inspect equipment in operation at the Atlantic City Foundryman's Show.

The customer attended the show and was favorably impressed with the demonstration. Subsequently, the salesman worked with the manufacturer's representative and a planned sales presentation was made. Shown by the PSP: how new equipment would fit into current expansion plans and how baking time could be reduced from six hours to a mere six minutes. Sale was completed and Penn Power realized an increased demand of 28 Kwh., representing an EAR of $1,475.

The sales program is involved and complicated, embracing many and varied fields of endeavor. This, by nature, requires close supervision, adequate communications, and tight controls.



INDUSTRIAL SALES does a big job . . .



IN PENN POWER'S 9,500 sq. mi. service area.

Foundation of the internal sales control system is the daily report which is filed with the field supervisor by each salesman. This report notes every service call and pertinent information regarding it. Reports are compiled and evaluated at the field level and summaries sent on to the department manager.

Summary sales reports record the number of sales calls, actual sales, number of PSP's and their EAR value. Also included: new customers, increases, lost business, and net new business. Each category of information is broken down by type of installation such as lighting, heating, air conditioning, refrigeration, welding, motive power, and others.

The department manager uses this information in determining the number and value of sales calls, in setting new quotas, judging the attainment of current quotas, and also as the basic ingredient in the company's continuing study of the ever-changing needs of the industrial market.

Working on the belief that knowledge is power, Penn Power gives top consideration to imparting this knowledge to its field forces. Daily and summary reports are sifted for information which will be of benefit to all industrial salesmen. Industry trends are noted, sales performance is charted by divisions, sales case histories are cited with credit given to salesmen involved. Sales progress for the preceding month, along with a summary of total accomplishment for the year to date, rounds out the monthly report to the field.

More supervision and control is found in the company's time study, begun early this year, aimed at eliminating non-productive time of salesmen. Customers are assigned to field representatives by the division sales manager. As a result of the time study, assignments now are made on a more scientific basis, with following factors determining the allocation:

1. Experience: Knowledge and background of the salesman, whenever possible, is matched with those required by particular customers or industries. This is merely furtherance of the technique of putting the right man in the right job.

2. Distance: With a 9,500 sq. mi. service area covered by 34 salesmen, distance between customers presents a major problem which is solved only through careful planning of assignments.

3. Cooperation: Personality clashes between customers and salesmen often disrupt what ordinarily would be a smooth-operating association. Whenever such a situation is found to exist, a switch is made and another field representative takes over.

4. Time utilization: This is important in regard to the size of the customer's operation. Extremely large companies require a larger percentage of a salesman's time, therefore limiting the number of customers which he can service properly.

In 1946, when the new program was being formulated, Penn Power's top management was quick to realize the value of cooperating with their sales allies — manufacturers, distributors, dealers, electrical contractors, consulting engineers, architects, and others—and the sales planning was developed along lines to include them.

Questionnaires were mailed out, meetings were held, and societies and associations representing these many allies were consulted. Reaction was one of spontaneous approval. With this vote of confidence, Penn Power bent to the task with new vigor and, by the end of 1946, the program was ready for a preview.

Early in 1947 a mass meeting was held in Allentown for sales representatives of electrical equipment and

appliance manufacturers and distributors serving the Central Eastern Pennsylvania area. The program was outlined in minute detail and final revisions made. More than 300 major manufacturers and distributors—95% of potential—were represented. The company found them enthusiastic and eager to cooperate. A similar meeting, for local dealers and retailers, was held a short time later in each of the company's six sales divisions, with total attendance topping the 1,000 mark.

Highlight of each meeting was the announcement that a potential business increase totaling $67½ million was awaiting those allies who would take advantage of the program's provisions. Estimate was for 1947 only, and was based on a detailed market analysis made by Penn Power. Final tally of results showed the estimate to be a few million short. Actual increase in dollar volume for sales allies totaled more than $73 million. Estimate for 1952 topped $120 million.

The need for an ideal sales program and an organization to effectuate it was recognized and approved by every phase of Penn Power's management. The plan, therefore, became the *company's* sales program rather than a program of the sales department alone. This fact becomes even more evident as results of this intensified sales effort are revealed.

There are too many conflicting influences in the industrial picture to use Kwh sales and dollar revenues as an indicator of sales accomplishment. The anthracite mining situation, for example, is but one. About 60% of all anthracite is mined within Penn Power's service area. Production of anthracite has been on a steady decline for a number of years, having dropped more than 26% since 1941.

Yet Sales Increase

This production decline is accompanied by a decline in population within the area; however Kwh sales to this important industry have increased by 40% during this period. This situation, plus a similar decline in the textile industry, and the marked effect of national defense activities on industrial power requirements all combine and make for difficulty in evaluating results.

Despite evaluating difficulties, there are some indications of outstanding results in the industrial sales field. In 1951, for instance, industrial Kwh sales were 42.4% higher than in 1946, while dollar revenues increased 56.5%. Importance of the industrial sales program, however, is best evidenced by the fact that 60% of the company's 3,831,000,000 annual Kw output is consumed by industrial users. Cost of an industrial Kwh is a mere 1.34 cents (nearly one-third less than for residential or commercial use) yet it accounts for $32 to $36 million of the company's $86 million annual revenue.

Important sidelight of the program —if such an important item can be called a sidelight—is the effort being made by industrial salesmen to establish in the customer's mind that they each have a common objective. The objective being "Production . . . faster, better, cheaper!" and that *all* of Penn Power's service facilities are available to help him with his problems regardless of whether or not they directly involve the use of electricity. This adds a note of sincerity to the company's over-all sales policy which undoubtedly is adding tremendous impetus to the sales drive on the part of the salesmen, and the almost immediate acceptance on the part of industrial customers. Here's an ex-

> One of the most important jobs of top management is to create the necessary climate for the executive development program. . . . There must be confidence in the soundness and fairness of the company's policies. Otherwise, several aspects of an executive development program may inspire a feeling of insecurity among many executives. This is why most successful executive development programs are in companies with a background of sound and considerate dealings with all classes of employes.
>
> —*The Development of Executive Talent*

ample of private enterprise in action.

Contrary to the popular belief that public utilities companies are monopolies due to the dearth of competition, J. M. Stedman, Penn Power's general sales manager, has this to say: "So long as any salesman or industry has fair competition, a monopoly *cannot* be considered to exist. We do have fair competition from Diesel and steam driven generators, waste heat plants, windmills, hand pumps, city-piped gas, liquified petroleum gas, coal, and oil."

Aggressiveness of Penn Power's sales efforts more than merely acknowledge the existence of such competition and their outstanding sales results prove they go out after it. In addition, by going beyond the normal concept of everyday selling: striving to improve community welfare, wholeheartedly supporting the national defense program, and other equally important means, Penn Power is demonstrating the many advantages of the American business system and its responsibilities toward the betterment of the American living standard.

Further support is offered in statistics which prove that: like most other privately-owned and managed public utilities companies, Penn Power is doing more for its customers, and its area, and at lower costs, than its publicly-owned brethren. Directly and indirectly, activities show that, as a company as well as individually, Penn Power people are good citizens of the communities they serve and the nation they help preserve.

Purchasing Agents Classify Salesmen:

Wanted

Salesmen who call regularly. We buy from some one. It doesn't necessarily have to be from you, but it has to be somebody.

•

Salesmen who know their product from A to Z. The purchasing agent cannot possibly know as much about the product as the salesman should.

•

Salesmen who know the ability of their companies to deliver—and who tell the truth about deliveries.

•

Available salesmen.

•

Salesmen with well arranged selling programs, who call in mid-morning or mid-afternoon or, better still, telephone for appointments.

•

Salesmen who can back up company advertising.

•

Salesmen who are intelligently enthusiastic about selling and about their products.

•

Salesmen who are neat, courteous and have good manners.

•

Salesmen who go through the purchasing department every time. Most companies have a rule that all salesmen must be seen.

•

Salesmen with diplomatically positive personalities, but who listen to the PA and try to persuade him to talk about the product he may buy.

•

Salesmen who sell all the time, follow through to see that a customer is satisfied, and who sell only what is adequate for the customer's need.

Not Wanted

"Fair Weather Charlies." When we have a day or week of bad weather, salesmen don't call, but when the sun shines we need a reception committee.

•

Order takers. Basic knowledge of his product is a must—every poor salesman lacks it.

•

The salesman who takes a large order, then five weeks later sends another salesman around to say his company can't possibly supply us with anything as large as that.

•

A fellow you can't put your finger on. One of the worst situations is to have a shipment come in and then have the laboratory or inspection department raise questions about it, and then for the purchasing department not to be able to reach the man who sold the material.

•

The salesman who forgets we are looking for value and that his explanation of value should start the minute the interview begins.

•

Salesmen we call after seeing their companies advertisements, who don't have information to back up ads.

•

Salesmen who are persistent to the point of bad taste, show-offs or flatterers, and those who forget that purchasing agents are like themselves—have families, headaches, off days, and smoke cigars.

•

Sloppy Joe or Affected Albert. Annoying mannerisms have lost many a sale.

•

Salesmen who think that just because they've been getting orders from your company for a long time, they can let up on product details or salesmanship, or salesmen who oversell when it is not necessary. Too many say your company needs X number of such and such, when actually it needs only Y number.

(Source: Concensus of these purchasing agents at meeting of Detroit Sales Executives Club: T. J. Mauer, Detroit Controls Co.; H. F. Lewis, Mueller Brass Co.; H. R. Dusendorf, former purchasing agent and now sales manager, The Nelson Co. Moderator: George B. Finch, vice-president-sales, The Jam Handy Organization)

Land rush . . . 1952 Model !

The vanished frontier in an amazing comeback has set off the great land rush of 1952! While Conestoga pioneers sought the richest soil, today's trail blazers hunt for poor lands—with a low price tag.

Paying $10 to $30 an acre for sandy hillsides, brushy arroyos, marginal or abandoned land . . . applying fertilizer, crop rotation, the latest rejuvenating techniques . . . ambitious young farmers convert "poor" to "good" land worth $50 to $100 per acre.

SUCCESSFUL FARMING's on the spot reports of the opportunities of the new frontier . . . from correspondents in eleven states . . . will interest any advertiser interested in finding new and better markets!

Farming is a business . . . where continuous research on new methods of land utilization, crop varieties, better quality poultry and eggs, improvements in management practice, raise production and profits. No other major industry is undergoing such broad changes, making such rapid forward strides!

The farm home progress is equally striking . . . with new building and remodelling on a vast scale . . . color ensembles in decoration, better design . . . the newest appliances which save steps and time, increase leisure. Today's better farm homes are the nation's best market for all kinds of quality merchandise!

Best selling opportunity . . . is SUCCESSFUL FARMING's audience . . . 1,200,000 families, with approximately a million concentrated in the fifteen agricultural Heart states with the best land, buildings, and equipment, largest investment, greatest mechanization, the highest yields and incomes . . . easily 50% above the US farm average.

The general media mostly miss this choice market. National advertisers need SUCCESSFUL FARMING for deep penetration, high readership, and wide influence based on fifty years of service. You're not getting the most from the national market, if you overlook this market and medium. For full facts call the nearest SF office.

MEREDITH PUBLISHING COMPANY, Des Moines . . . New York, Chicago, Cleveland, Detroit, Atlanta, Los Angeles, San Francisco.

Nevada Gains New Industrial Income Through "Free Port" Law

"Free port" status means this: Merchandise destined for sale elsewhere on the Pacific Coast may remain in a Nevada warehouse for a year without taxation. Manufacturers find the idea a means for cutting distribution costs.

BY BRYN ARMSTRONG

Since the decline and closure of some of the most fabulous mining properties in the world, the State of Nevada has embarked on a long-range program to entice transients to visit and, incidentally, to leave some of their money in the pockets of hotel and cafe owners and the lush resorts mushrooming in several localities.

This policy has resulted in legalized gambling, quick divorces and a growing reputation for wildness. However, a new industry, based on a long-felt need, is growing in the state. It is not a glamorous or widely publicized business, but it is stable and contributes substantially to national trade and commerce — boasts which cannot be made by the roulette dealer.

Surrounded on all sides by huge market areas, this thinly-populated state has become one of the few "free ports" in the nation. That means that Nevada legislators who won notoriety with the passage of the legalized gambling and quick divorce laws, applied essentially the same vein of thought to the industrial field and came up with a promising result.

How it Works

Nevada does not have so-called nuisance taxes such as sales and income levies, all part of the program to attract new residents and new capital. That idea was carried forward another step in 1949 with the passage of the "free port" law which provides for tax-free storage and assembly in transit of any property, goods, wares ultimately destined outside the state itself. The law does not apply to merchandise stored for sale in Nevada.

"Ultimately destined?" That is interpreted to mean that merchandise destined for sale, say in California, may remain in a Nevada warehouse for one year without turning up on the county assessor's tax rolls.

The idea of creating a "free port" in Nevada is credited to the late Edwin Bender, a Reno warehouseman, who had known of the operation of the free port of New Orleans where imports are stored on a duty-free basis. From his vantage point in Reno, Bender saw the products of hundreds of eastern and midwestern manufacturers pouring through his state on three major rail lines and

two transcontinental highways.

These products were billed for the sprawling, hungry markets of California. But Bender knew that even a voracious market such as the Golden State could not immediately absorb a flood of products. He reasoned that Nevada, astride the main rail routes to California and the Pacific Coast, was a logical place for storage facilities. The principal problem was to make storage attractive and practicable, and the "free port" was his answer.

Reno's Chamber of Commerce adopted the program, with little urging, and a Washoe County [Reno] assemblyman, Carl E. Feutsch, introduced the bill in the Nevada legislature. There was some sniping from law makers who represented interior counties, but the bill passed with a minimum of debate.

How has it worked? There have been some differences of opinion in interpretation of the law but, on the whole, it has lived up to expectations. The principal difficulty has been in translating "assembly in transit" into a workable policy, but state and county tax officials are cooperating in ironing out the situation.

The principal technical difficulty was experienced by Fratex Fashions, a company that distributes plastic curtain sets. Components of the curtain sets are manufactured in different states, kitchen curtains in one locality, shower and bathroom curtains in another. The pieces then are forwarded to Reno for packaging and distribution primarily to mail order customers.

"Assembly in Transit"

The local county assessor has ruled that this process does not fall in the category of "assembly in transit," but there are indications of a solution. Otherwise many leading manufacturers have found the law profitable and helpful in meeting West Coast demands for their products.

While these figures do not apply in all cases, Frank Bender who operates warehousing facilities in Reno, says it can be figured, roughly speaking, that any manufacturer who pays $20,000 annually for warehousing and servicing and shipment of merchandise from the Nevada free port has saved about $30,000 in personal property taxes.

Bender, incidentally is the son of the man who fathered the "free port" idea and his firm is by far the largest now engaged in storing merchandise for distribution outside the state. Frigidaire Division of General Motors Corp. is Bender's largest customer and he estimates that General Motors saves $100,000 in personal property taxes each year by taking advantage of the Nevada "free port" law.

Bender says it is no accident that Reno is emerging as the main warehousing center under the "free port" law. The area offers several advantages, over and above what he terms "the tax incentive to encourage a new industry-warehousing."

Reno is centrally located with respect to markets of Northern California and the Pacific Northwest. Freight and warehousing rates are competitive with those in neighboring states. As a matter of fact, it is less expensive in some cases to ship from Reno to Oakland, Cal., than from San Francisco to Oakland, just across the bay.

Nevada is an area with considerably less labor trouble than the Pacific Coast cities of Los Angeles and San Francisco. Chances of a shipping or warehousing strike tying up stocks badly needed by wholesalers and retailers are at a minimum. Climate, too, is an important factor, Bender explains. He points out that the Reno area, which has an average of 320 clear days a year, rarely suffers work stoppages because of weather conditions.

Some far-seeing manufacturers are storing their products in Reno because of unsettled world conditions. Frankly, they say, the Sierra Nevada mountains which separate Reno from the Pacific Coast, coupled with the isolation of the city and its lack of heavy industry, make it unlikely the city will be bombed.

Bender's firm, which handled 300 carloads of Fridigaires during the fiscal year ending last June, also stores the products of Buda Motors, Nash-Kelvinator, Proctor Electric Company of Pennsylvania, O'Keefe and Merritt gas ranges, and Johnson and Evinrude motors, a division of the Outboard Marine and Manufactur-

ing Co., Waukegan, Ill. Ninety per cent of the Frigidaires are destined for California markets.

In addition to warehouse facilities, Bender offers to manufacturers other services on what could be termed a custom-basis. Local warehouses will assemble products, as far as the law will allow, crate them, load them on railroad cars or trucks, all at customer order.

The simply-written "free port" law provides that the warehouse firm keep records on the property "in transit." Firms that take advantage of the law need only to submit forms supplied by the Nevada Tax Commission, declaring the tax free status of their products to meet the statutory requirements. These claims, accompanied by the certificates of the warehouse operators, are held by the county assessors who are the local taxing authorities.

Penalties for violation of the law include fines and jail terms and provision for payment of the full value of taxes evaded. There are no known cases of violation, although some warehousemen have been invited to participate in borderline cases. For example, one firm asked to store 250 pianos in the Bender warehouse for the period during which tax officials checked inventories in a neighboring state. This business was declined.

As Feutsch, the man who introduced the bill that eventually became law, sees it, the "free port" industry is still in its infancy. He envisions Nevada as the site of many warehouses, strung along highways and railroads. Some of them, he says, will be owned by the companies that store their own products. Feutsch believes this development will come about when large companies engaged in interstate commerce become convinced the law is on the books to stay.

The need for a western distribution center for many products will grow with the increase in population in California and the Pacific Coast states, local warehousemen believe. Higher freight rates eventually will eliminate most less-than-carload shipments across the continent, adding to the luster of arguments for establishment of a western distribution center by large manufacturers.

Sometimes it is necessary for a salesman to help the purchasing agent sell quality to his management.

The Human Side of Selling By Robert E. Moore

Bender has expanded his facilities to meet the growing demand for storage space and now has 68,000 square feet under roof, with 8,000 square feet added recently.

Other Nevada concerns plan to increase warehousing facilities, and another storage center may spring up in Las Vegas, 450 miles southeast of Reno on the Union Pacific Railroad. In the case of Las Vegas, its future as a warehouse and distribution center would depend on Los Angeles 295 miles distant, and on adjacent Southern California population centers.

But interest in the law is growing and the file of inquiries in the office of the Nevada Tax Commission in Carson City, the state capital, is gaining weight. Indications are that landlocked Nevada's "free port" law may some day overshadow its forerunners in the liberal legislative field.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces and Other Literature Useful to Sales Executives

The World Behind the Trees: A presentation from *Grit,* which makes comparisons between its reader survey and the metropolitan consumer analyses, showing that the same national brands of cigarettes, dog foods, and other grocery and drug products are leaders in both small towns and in larger metropolitan centers. It reveals that home, car and dog ownership is higher in small towns; that a greater percentage of small-town families use cold cereals, margarine, canned milk, hot roll mix, and such drug products as tooth paste, home permanent wave kits and under-arm deodorants. Brand leaders are all listed, showing that the small-town market buys the same sort of products sold in big cities. Write to Gilbert E. Whitely, Advertising Manager, *Grit,* Williamsport, Pa.

Advertising Readership Survey: A compilation of reports on how qualified prospective customers respond to advertisements in *U.S. News & World Report.* Many of the advertisements which produced results were less than full-page, often small in size. There are reports from advertisers of industrial equipment, office equipment, building materials and equipment, industrial development, industrial materials, investment and financial, transportation, business services, products and services for the family. Write to Harold L. Behlke, Vice-President and Advertising Director, *U. S. News & World Report,* 30 Rockefeller Plaza, New York, N. Y.

Analysis of Rural Kansas: Prepared by *Kansas Farmer,* it breaks down *KF's* circulation by counties, and gives figures on leading states in principal crops, winter wheat, corn, oats, barley, rye, sorghum grain, sorghum silage, sorghum forage, alfalfa, all hay, commercial fertilizers, leading states in livestock inventories, beef cattle, milk cows, hogs, sheep, chickens, horses and mules, cash farm income, cash income average per farm, value farm products, eggs, milk, meat animals, farms and farm equipment, electrical farms, electrical home appliances and equipment. Write to Scherl Walquist, Promotion Manager, *Kansas Farmer,* 912 Kansas Ave., Topeka, Kan.

Oklahoma and the Markets It Serves: Data published by Oklahoma Planning and Resources Board. Within a 500-mile radius of Oklahoma are 37 million people with income payments of $50 billion (1951); 433 retail establishments with annual sales volume of $34 billion; 38,000 manufacturers; 142,000 service establishments with a volume of approximately $2 billion. Included are figures on labor, industrial fuels, power, transportation facilities, water supply, weather and climate, recreation, education, minerals, tax structure, agriculture, industrial sites, national advertising. Write to Czar Langston, Industrial Development Director, Oklahoma Planning and Resources Board, 533 State Capitol Bldg., Oklahoma City, Okla.

Utilization of Protective Coatings in Chemical Process Industries: Report of a survey conducted jointly by *Chemical Engineering* and *Chemical Week* among their readers. It provides a marketing guide and source of information for future planning in these industries which offer a broad market for all basic protective coatings, both for general maintenance painting and protection against more serious exposure. Total requirements in this field may have amounted to 8 million gallons during 1951. There are factual material and statistical generalizations on such questions as the nature of corrosion problems existing among process plants; volume and types of coatings consumed; practices in applying coatings; buying influences; specific applications for coatings; average life of coatings. Write to F. E. Lesner, Manager, Promotion-Research, *Chemical Engineering* and *Chemical Week,* 330 W. 42nd St., New York 36, N. Y.

Indiana's Golden Zone: Report from *The News-Sentinel* and *The Journal-Gazette* to help advertisers and their agencies to evaluate the Fort Wayne Metropolitan County Area. With $6,875 effective buying income per family, this market tops the State of Indiana and ranks second highest in the U.S. There are data on agriculture, banking, cities in the area, EBI Fort Wayne, EBI Metropolitan County, food brokers, groceries, grocery inventory, home ownership, industries—Fort Wayne, industries by counties, magazine and newspaper coverage, market coverage, merchandising cooperation, retail sales, self-contained market, test markets, transportation, wholesalers, wholesale grocers. Write to Paul Knapp, General Advertising Manager, *The News-Sentinel* and *The Journal-Gazette,* Fort Wayne, Ind.

Home Ownership Study: Survey of *Esquire's* subscribers who "hang their hats" in homes valued at an average of $22,914—most of them of pre-Pearl-Harbor vintage, making them prime markets for the replacement and redecorating business. Every tenth one plans to build within the next year: ranch-type homes the first choice. Almost half will have seven rooms or more; 64% will have two baths or more. Write to Sam Ferber, Promotion Manager, *Esquire,* 488 Madison Ave., New York 22, N. Y.

Company Presidents: Report on activities and influence of those who are subscribers to *Business Week,* outlining some of the dimensions of the market represented by men who are usually difficult to reach through personal sales contact. Among questions asked: What was your approximate gross sales volume in 1951? What was your capital expenditure during 1951 for plant expansion and improvement? What will it be in 1952? Do you operate plants or outlets at more than one location? Do you own or have active interest in any other business? Write Herman Sturm, Sales Manager, *Business Week,* 333 W. 42nd St., New York, N. Y.

6 Sales Functions For Industrial Publicity

Readers who are prospects will be as interested in your publicity as they are in your advertising and promotion—if it suggests solutions to their problems. But first you must understand how and when to use this functional sales tool.

BY LEE COX
John Falkner Arndt & Co., Inc.

"My job is to sell products. At the end of the year, top management wants to know how much we sold and how our record compares with (1) sales records of past years, (2) the goals we set up for ourselves at the beginning of this year. It's that simple! If the record is ahead on both counts, I'll be looking for a bonus. If it isn't, I'd better have a good explanation and a sure-fire plan for improvement next year."

So, in effect, say the majority of America's industrial sales managers. Rightly or wrongly, every 12 months the great fraternity of American sales management must justify its existence against an immutable yardstick of recorded sales and realized earnings.

This article is written from the point of view of an industrial publicist. It is prompted by the author's strong conviction that properly and professionally handled, industrial publicity can do a real job of face-lifting for most industrial sales records.

Producing a completed entry across the sales record of an industrial concern requires some modification of these four basic steps: (1) creating an initial interest on the part of the potential buyer, (2) developing this into a definite preferential bias for your products or services, (3) closing the specific sale, (4) keeping customers "sold" between sales.

Under today's advanced marketing technology, *total selling* has become a team operation. Obviously, it is not possible to *develop* mass national and international markets of thousands of potential buyers on a strictly personal customer-salesman basis. No industrial concern could afford to send salesmen to call on every conceivable potential buyer of the company's products.

It's precisely here that the media of mass communications enter the selling picture. No one will challenge the efficiency of using salesmen to close specific sales. In fact, if a company's salesmen can be freed to devote their entire time and talents to closing sales with prospective customers who have already been interested in the company's products, and with whom a definite preferential bias already exists, then the pre-selling odds in favor of producing a fine sales record have been raised to their practical maximum.

Every member of a *total selling team* is, and must be, a specialist. As with any good team player, industrial publicity has a definite and important assignment for each play, and can be used to function in special ways depending on the sales manager's diagnosis of a given situation.

In line with tactical decisions, industrial publicity can be assigned to:

1. Push special lines by spreading the news about new products or new uses for established products in the business paper press, at shows and conventions, in sales meetings, at dealer meetings, with stockholders, etc.

2. Produce direct sales leads and inquiries about new products or other product lines from customers who already buy some of the company's products. IP is also extremely effective in creating direct buying interest among potential customers.

3. Provide sales promotional data by placing in salesmen's hands reprints of major publicity articles which have been endorsed by the editors of leading business papers, and which usually carry tremendous weight with potential buyers.

4. Explore new markets in territories or buyer areas where there is a definite need for educating and selling potential customers.

5. Spark dealer enthusiasm by supporting their local selling efforts with aggressive publicity and local sales promotional activity.

6. Go where salesmen can't to carry the product story and company name into hundreds of thousands of potential buyers' offices simultaneously.

While these six major functions are the basis of IP's role in producing direct sales, they do not represent a limit on the effectiveness of industrial publicity. In fact, rarely will industrial publicity be assigned to perform just one of these functions. More often, publicity functions will be combined to achieve several simultaneous objectives. It should also be remembered that, while we are dealing here with the direct selling potentials of IP, there are important long-range functions and objectives which will usually be integrated into the program.

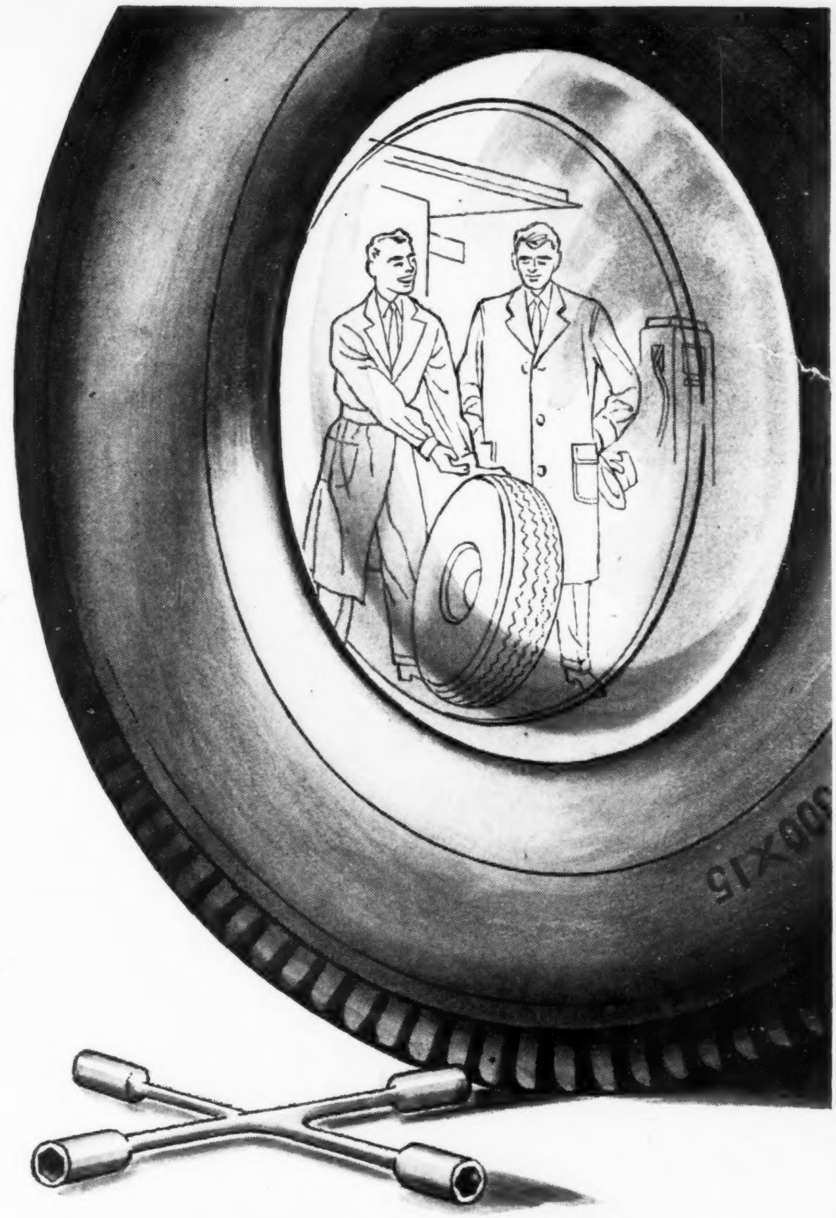
Keeping in mind that any one or any combination of these tools can be brought to bear in executing any

THE AUTHOR

Lee Cox is a technical publicity writer for John Falkner Arndt & Co., Inc., Philadelphia advertising agency. He was assistant advertising manager, Thermoid Co., Trenton, N.J. Cox was graduated from Princeton University (magna cum laude) and he has his Master's degree from Indiana U.

COX

If you sell **tires** . . .



or **television** . . .

here's why there's more business for you* in HOLIDAY!

More than any other mass-class magazine, Holiday reflects today's pleasurable way of living—at home and away from home.

Its fine articles on homes and highways, the arts and the art of living, appeal to the kind of people who demand the finest of furnishings and appliances, the best of automobiles and equipment.

Holiday's more than 860,000 families, for example, own more than 1,100,000 cars . . . and buy three times as many replacement tires as the average U.S. family. Over 70% of these Holiday families own their own homes . . . and over 13% own *more* than one house.

But you not only reach a rich, responsive market in Holiday—you reach an audience in the mood to buy. For each copy of Holiday stimulates readers to enjoy a richer life, to see more, to do more. And Holiday's families can well afford the mood: they earn three times the national average!

* * *

*For full information, together with Holiday sales case histories in your industry, write Promotion Manager, Holiday, Independence Square, Philadelphia 5, Pa.

A CURTIS PUBLICATION

HOLIDAY—*means Pleasure and Pleasure means Business!*

one or any combination of the basic direct selling functions, the list should at least include:

New product stories, released primarily to business papers which are slanted to specialized readerships where the interest potential appears to be highest.

"How To" stories which generally seem to have high readership, and which are eagerly sought after for practical ideas by both readers and editors of business papers.

Short feature articles which need not be tailored exclusively to one publication, but which should be carefully handled to do the most effective selling job in the most useful spot.

Exclusive feature articles which are conceived in advance to put across an important selling point to a particular readership group, where editorial endorsement is a significant sales booster.

Sales promotional literature which is pre-tailored to create maximum interest and buyer preference for a certain product or line among a predetermined group of potential purchasers.

General newspaper articles, where the usual purpose is to probe the market potential among a large and heterogeneous public.

Press Meetings where one or more editors or reporters are invited to come and "see for themselves" the news ["sales"] value of a special product or new product application.

Radio and TV relations, where the dramatic or news value of a sales gimmick seems important enough to warrant the expectation or a "break."

Product applications stories which have a two-pronged purpose of solidifying and strengthening relations between supplier and customer and suggesting new methods for more efficient or more profitable application of the product.

Sales meetings, to co-ordinate direct selling activities within the company sales team.

Dealer meetings, to spark dealer enthusiasm behind a particular selling effort.

Conventions and shows, to spread the selling impetus of these meetings before, during and after their advent.

We have indicated that IP cannot actually deliver signed purchase orders. Through careful application of its special tools, in its prescribed functional areas, however, IP can

	GUARANTEED CIRCULATION	COST PER 1,000 6-TIME RATE—B&W PAGE
REDBOOK*	**1,950,000**	**$2.75**
LIVING FOR YOUNG HOMEMAKERS	350,000	$6.29
MADEMOISELLE	500,000	$5.40
PARENTS'	1,400,000	$4.06
TODAY'S WOMAN	1,100,000	$2.98

Young Adults are your No. 1 market!

*REDBOOK delivers the most YOUNG ADULTS at the LOWEST COST

JET AGE OR NOT — media selection still centers around which does what to *whom . . . and for how much?* REDBOOK is not the jet-propelled answer to every media problem—but it is the fast, sure and *economical* way of reaching and selling the most dynamic segment of American buying power — Young Adults—the 18-35 year age group.

Alert, cover-to-cover editorial focusing toward everything that affects Young Adults has boosted REDBOOK circulation to the 2-million mark. For advertisers, REDBOOK's low cost per thousand — lower than any other magazine in the field—should be rich, red meat for *thought.* REDBOOK's vital Young Adults will take care of the action!

THE VITAL YEARS • • • • from 18 to 35 • • • • THE VITAL MARKET

Redbook's Young Adults

America's ONLY Mass Medium for Young Adults **2,000,000 Circulation... More than 5,500,000 Readers**

generate direct responses from potential buyers in the form of inquiries. This is the proof of the pudding—which, unfortunately, in many instances is not directly provable.

Recently, business paper editors have been acknowledging the direct selling function of IP, and have been helping to enlarge upon the effectiveness of this new tool. The most highly developed publicity-selling area is undoubtedly in new equipment. The majority of business papers have set aside separate sections in each issue for presenting pictures and short descriptions of new products of interest to their respective readerships. In addition, several business papers are now in circulation — devoted entirely to publishing short, factual descriptions of new products.

Many sales managers have found it helpful to catalog all sales inquiries generated by IP and by advertising. Often it is possible to chart a sale from the inquiry stage to the signed order. But more often it is not. A short example will show that the power of IP in generating direct sales cannot always be definitely proved.

How Publicity Pulled

Four years ago Company A was searching for a roofing material which would withstand certain unique corrosion and weather conditions. One day a vice-president of the company noticed a new product blurb in one of his favorite business papers, announcing a roofing material which seemed to meet Company A's requirements. Not bothering to identify the source of his lead, the vice-president dictated a letter of inquiry directly to the sales manager of the roofing firm.

Over the past four years, resultant negotiations have led to purchases of more than $100,000 of this special roofing material by Company A. It was not until last month that the roofing company finally traced the source of this tremendous sales bonanza to its original IP source.

New product releases are only one source of direct sales leads. It is a rare instance when any type of publicity story cannot be credited with generating interest and response among potential buyers. For a variety of reasons, including desire for better service, desire for technical assistance and desire for professional advice, potential purchasers are constantly searching the editorial pages of business papers for the names of companies that are leaders in their respective fields. Where problems of

technique, application and creative thinking are a part of the selling picture, IP has no peer as a generator of direct sales leads.

A sales "lead," no matter how direct, cannot become a plus quantity on the sales record unless it is carefully and skillfully followed up. Moving blockers downfield presuppose that the ball carrier will follow their interference and make optimum use of the path that's cleared for him.

Following up sales leads and inquiries generated by IP takes three major forms:

1. **By mail or telephone directly,** where the sales manager, one of his correspondents, or a member of the technical sales staff makes person-to-person contact with the potential buyer to uncover the buyer's needs quickly and offer immediate assistance.

2. **With form sales letters and product literature** where leads give little insight into the inquirer's reasons for writing, or where, as in most cases, prepared literature provides the complete information requested.

3. **By tipping off local salesmen and distributors,** which is standard operating procedure with most sales departments. Emphasis cannot be too strongly placed on the necessity for personal contact to close sales where the probing of IP has generated customer interest and preferential bias for a particular product.

Any evaluation of IP's ability to produce direct sales should take into account at least three major variables:

1. **Time lags** which include: (a) the one to eight or more months of time which normally elapse between release of an article to the business paper press and its appearance in print, (b) the one to three or more months which generally pass between publication of an article and receipt of sales inquiries generated, (c) the unpredictable time lags between receipt of inquiries and closing of sales.

2. **Expectation of visability per release** which will seldom exceed 30 to 40%, and which usually ranges in the neighborhood of 15%. Excepting exclusives, publicity releases broadcast to a selected list of business papers face terrific competition for editorial visability against all other news items available to the editors.

3. **Expectation of response:** Results vary dramatically according to type of article, type of business paper aimed for, market areas aimed for, types of products being publicized, and the current state of business economy.

"THE MILLIONAIRES CLUB" is not a gabby housewife show. The format is built around one of today's touchiest problems. That's why . . .

Amana Pegs Sales Appeal To High Cost of Eating

. . . and housewives willingly write to the sponsor's radio stations, giving enough information about their home feeding problems to classify themselves as leads for home freezers. Result: Amana sells a freezer to 3 out of 5 each.

Offer today's housewife a way to set a better table for her family and she listens . . . on radio, too. Amana Refrigeration, Inc., Amana, Ia., and Amana Chicago, Inc., distributor, says to listeners: "Let us send to you a personalized diet schedule prepared by Mr. Sprague and the home economists on his staff—to help you live like a millionaire on a hamburger budget!"

Listeners are invited to send requests to Amana in care of the radio station, giving the number of people in the family, their ages and the amount of the family food budget. Obviously, anyone who sends this information is a ready-made prospect for an Amana home food freezer and will be interested in details on how a freezer can help cut feeding costs. The result: Amana Chicago, Inc., sells 3 freezers to each 5 people who ask for the Sprague diet and whose family information makes them qualified leads.

This sales response is generated by "The Millionaires' Club," broadcast over a 7-state area from WCFL (Chicago) and WOPA (Chicago). The program is aired from a studio, but more often it is tape recorded in a dealer's store, thus making it possible for participating Mrs. Americas to hear their own voices on subsequent broadcasts.

"The Millionaires' Club" is not a gabby housewife show; the format is built around nutritious and economical meal preparation.

Gourfain Cobb Advertising Agency, Chicago, counselor for both the manufacturer and distributor made an extensive survey of the Chicago market (50 key shopping centers) and found that the area was only 6% saturated with home freezers as compared to 9% nationally. The survey included blind shopping of freezer dealers and interviews with potential freezer buyers. The logic behind the survey still carries through to Amana's present line of thinking. "Everybody's going to buy a freezer, just as everybody's going to own a TV set some day."

The findings of the survey which formed the basis for the advertising and merchandising programs are:

1. Retail selling of *all* brands of home freezers is poor. Floor salesmen are generally uninformed and unenthusiastic about their product. Little use is made of floor or window display material or of consumer literature.

2. The best selling job is done by a few dealers and food plan operators who maintain an outside selling force.

3. The food freezer is considered a highly specialized item.

4. Best immediate sales probably can be realized from food plan operators.

5. Best long-range results probably can be obtained through dealers with outside salesmen, dealers who can provide floor displays in traffic locations, and from established dealer prestige coupled with good selling effort.

6. Food plan operators have more experienced outside salesmen than dealers do, but neither have a sufficient force and all need training.

7. All outlets need assistance in obtaining leads for freezer sales.

8. Sales are more often closed when both husband and wife are present in the home, but these sales were usually initiated through interest on the part of the wife.

Thus it was decided that the basic offering of the prospective radio program would be "education" in the field of home economics because, although it might have a limited entertainment appeal, it could be expected to attract an audience of women, who are the prime freezer prospects.

Talent for the program was found within the agency. Ver Lyn Sprague, director of merchandising for Gourfain Cobb, but best known as a lecturer on business subjects and as a training consultant, became the host of "The Millionaires' Club." In a former association as educational director of U.S. Vitamin Corp.,

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Sprague had gained a solid background in the nutritional field.

The basic pattern of the program of interviews and quiz sessions consists of an exchange of nutrition questions between host Sprague and housewives. Each lady takes home a package of frozen food, but prizes for jackpot questions are sometimes frozen turkeys or frozen beef roasts.

How are the programs built from scratch? Chicago Amana dealers in turn are given an opportunity to tie in with the program during tape recorded sessions held in their stores. The audience is recruited through localized promotion: direct mail, window streamers, sandwich boards and publicity releases to neighborhood papers. The invitations promise housewives an opportunity to hear themselves on the radio and to have their personal questions on nutrition answered by an expert. Door prizes and jackpot prizes, and a demonstration of an Amana freezer further stimulates attendance.

Each participating dealer pays the cost of the mailings and furnishes the prizes given in his store. The sponsor provides mailing pieces and other promotional material and meets all program charges.

The Store Deal

Each woman who attends a dealer recording session is required to fill out an attendance or interview card, giving such family information as hubby's job, number of children or family members, and her approximate food budget. The housewife may not realize it, but after the session the card is turned over to the participating dealer for his prospect list.

Three tapes are cut at each dealer meeting. This reduces engineering costs and gives the dealer six separate radio exposures as each one is used on both stations. Between the first and second tapes and between the second and third, a dealer or distributor salesman makes an appearance before the captive audience and gives benefit and product presentations of the Amana and demonstrates its use. All eyes are on the freezer, for it is pointed out that prizes for all three programs are stored in it and held for distribution. Prizes are awarded after a final question-and-answer session covering general subjects in the nutrition field and Amana's use and features. The housewife is familiar with an Amana before she is approached by a dealer salesman.

When the programs are aired, only two commercial messages are used. (1) a product commercial on the Amana freezer; (2) an offer of a "personalized diet schedule prepared by Sprague and the home economists on his staff."

Each request for the diet schedule is handled in this manner. Gourfain Cobb classifies the writer as a good or a poor freezer prospect. Poor prospects receive their schedules through the mail; diet schedules for qualified prospects are prepared by the agency and then forwarded through the distributor salesman to the dealer nearest the letter writer. The dealer salesman then delivers the schedule in person.

No resentment has yet been reported on this type of followup, probably because of the nature of the program. It constantly emphasizes that better and more economical living is possible only through freezer ownership, which permits quantity and seasonal food purchasing, and because the diet schedules are carefully personalized to meet individual family requirements.

From time to time programs are cut in the studio with audiences comprised of club groups, church societies and other women's organizations. While these are valuable in broadening the audience for the shows, they are not so productive of good leads as the sessions held in dealers' stores. Perhaps the reason for this is that demonstration facilities are inferior to those in Amana dealers' stores.

Give-away Kit

Station mail response is further stimulated by a free offer of a Lady Carol hair styling kit, retailing for \$1.25. The catch: Percentage of good prospects encouraged by the give-away dropped off, and a further study is now being made of the cost per closed sale ratios with and without the offer.

Concurrent with the radio programs, Amana Chicago schedules normal advertising in newspapers, for car cards and posters.

Not neglected is the dealer training program, for Chicago Amana realizes that all efforts of the company and the agency would be as futile as hollering down a well if an interested prospect was lost through an indifferent or uninformed salesman.

Through the medium of radio only, cold prospects are warmed to the point of buying a freezing product. All parties concerned with Amana agree that "television may be here to stay, but it'll be a long time before we turn a cold shoulder to radio!"

BILLION DOLLAR VALLEY OF THE BEES

Miss the Valley and you miss *inland* California — a market that accounts for nearly 3 billion of California's total buying power . . . over 2 billion of its total retail sales.* Make sure, then, you cover the Valley. You do that only with the solid *local* papers — The Sacramento Bee, The Modesto Bee and The Fresno Bee.

***Sales Management's 1952 Copyrighted Survey**

McClatchy Newspapers

National Representatives . . . O'Mara & Ormsbee, Inc.

BULK STORAGE of 47 different power tool parts could be a dealer's nightmare, but Magna puts easy-to-read labels on a family of packages. Result: now an intelligent . . .

SHELF STACKING PLAN works for hardware dealers. Shopsmith packages are displayable, give shoppers the information they need, make self-service selection possible, keep dealers happy.

New Packages Help Magna Break Bottleneck at the Retail Counter

Now a "family" dress identifies this line of power tool accessories, provides needed selling information for the customer and retail salesperson, makes stocking easier, encourages the dealer to do a better job of merchandising.

Based on an interview with
R. L. CHAMBERS
President, Magna Engineering Corp.

Magna Engineering Corp., Menlo, Cal., has just finished a complete re-packaging job for 47 different accessories sold to home workshop owners of Shopsmith, a multi-purpose power tool.

The program was developed with three objectives in mind:

1. To help the customer to buy.
2. To help the dealer and his salespeople to do a more intelligent job of selling and merchandising.
3. To improve Magna's relationship with both dealers and customers.

Magna executives had for some time been well aware of the several weaknesses inherent in the conglomorate group of packages in which their accessories were going to market.

Consider yourself a Shopsmith user. In your hobby, home repair or craft work, you have the desire to branch out by experimenting with new accessories.

When you reach the hardware counter the packages on display show such names as "router bit," "dado blade," or "joint-shaper fence." One of these is what you think you need, but in order to use it with your power tool, do you require any other attachments? What size will do the job you have in mind? Are there other sizes or types for slightly different jobs? How and where is the accessory attached?

You question the salesperson. He takes the item out of the package, looks at it; says, "Well . . . I think . . ." or "Let's see . . ." as he seeks directions. Then he may apologize, "I haven't been here very long."

Maybe you go away without buying, or figure it out for yourself. Or you may take a chance and have to bring the item back the next time you have some free time, learning by trial and error. In any case, acquiring it has meant overcoming obstacles and has called for excessive time investment. Magna made a thorough study of this problem and came out with a family of packages which are completely informative as well as eye-arresting in display.

When Shopsmith first entered the market in 1948 it had only a few accessories. The number grew with demand and usage broadened, until today the manufacturer offers 47 kinds which, in different sizes or types, add up to about 100 items which are packaged in a wide range of weight and area. Previously, these items had been packaged without plan or consistency. The boxes, gray chipboard with red and black over-printing, were not unattractive but they presented a conglomeration of design and many type faces. There was no art work, no descriptive or informative text to aid the would-be user or the retail salesperson. Analyzing the weaknesses, Magna executives condemned the packages because they gave little hint of belonging to a

here's how Sweet's works with industrial marketers to help them design catalogs:

1. Helps analyze products, markets, and marketing procedure to determine which specific buying groups require separate catalogs.

2. Helps determine the scope of information to be included, considering the buying stage at which it will be used, the buyer's information needs, and the kind of buying action desired, e. g. specification of the product, invitation for a sales call, direct order.

3. Helps organize contents so that grouping and sequence of subject matter will make a catalog easy to use and to understand.

4. Prepares rough dummy with format, captions, copy and cuts indicated; incorporates complete specifications into a finished dummy.

Sweet's has had a lot of experience in the determination of the content and format of catalogs specialized for the separate information needs of buyers in five separate markets:

- **plant engineering**
- **product engineering**
- **general building**
- **industrial construction**
- **light construction**

How We Get What We Need In Catalog Design

***by* N. A. SCHUELE,**
Advertising Manager, Revere Copper & Brass, Incorporated

In the 30 years we have retained Sweet's Catalog Service, we have come to regard them as an important adjunct to our catalog department and depend on them for specialized needs in the catalog line. The need that comes first to mind, because it is the starting point for good catalog performance, is preparation of the right kind of catalogs for many of the markets in which Revere products are bought.

The most recent example of such a catalog (we have nine) is the one describing Revere aluminum. This was an exacting job, requiring a high degree of design skill and considerable inventiveness in order to make it both useful and visually attractive. As usual, the finished catalog met all the requirements and fulfilled our expectations.

In consultation with Sweet's we laid down the specifications for this job somewhat as follows:

Objective—to create opportunities for Revere salesmen and technical advisors to consult with prospective customers on the application of Revere aluminum products to their specific needs.

Scope — a specialized presentation for engineers concerned with product design; comprehensive enough to indicate the wide variety of applications, but making no pretense of being a complete engineering handbook.

Content—advantages of aluminum as a material; application of Revere extruded shapes, tube and pipe, coiled sheet; properties of Revere aluminum alloys; fabrication methods and resulting excellence of product; manufacturing facilities; Revere's qualifications as expert technical advisors; how and where to get their advisory services.

On receiving this assignment, a Sweet's consultant, working with our own catalog department, went to our Aluminum Division in Baltimore where he spent several days consulting with our research, production and sales people, returning with a large amount of information and material which he then proceeded to sift and to organize in rough preliminary form. This was probably the most difficult and time-consuming phase of the work, on which the success of the catalog depended.

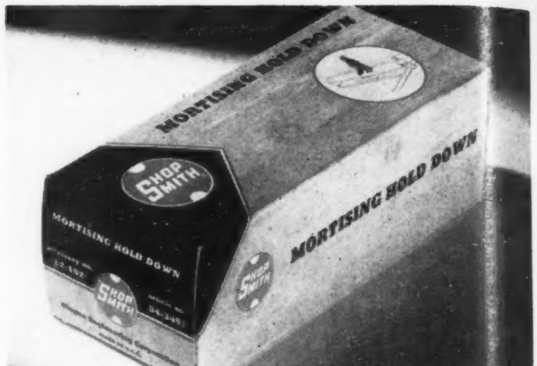
We soon reached agreement on the general format of our new catalog and from this point worked closely with Sweet's to check all data for accuracy. Then came the matter of final layout.

There is no good reason why utility must go hand in hand with drabness. Moreover, especially as many people did not associate Revere with aluminum, we wanted this catalog to have as much visual interest as possible, consistent with good taste.

Here again, Sweet's came up with the right answer. Employing a free style, unconventional but certainly not fancy, they developed a pattern in which content and layout complemented each other in pleasing and stimulating form. Color—black, blue and aluminum—played an important part in the general effect.

The front cover of the catalog quickly identifies the products with the producer. The first two-page unit offers a quick summary of the advantages of aluminum and of Revere's practical experience in the non-ferrous metal field. Illustrations show typical applications. A brief index serves as a guide to contents. The following three spreads (or visual units) deal respectively with extruded shapes, tube and pipe, and coiled sheet. Each carries illustrations of applications to specific products. These are followed by a table giving properties of a variety of aluminum alloys and the forms in which they are available. The back cover gives information on Revere Technical Advisory Service and a list of division offices and mills and also district sales offices, including addresses, telephone and teletype numbers, by means of which interested prospects can get in quick touch with our nearest office.

MEET THE FAMILY of Shopsmith packages. New line has family resemblance among 47 close relatives, all stepchildren of the company's multi-purpose power tool. The trademark, like a family coat of arms, can't be missed by hobby shoppers.



thriving family of Shopsmith items. Stocking them confused the dealer. They did not make attractive displays.

Citing one instance of what absence of a packaging plan can mean in lost motion, President R. L. Chambers points to the fact that there was no standard place on the different packages for accessory or item numbers. Customer, salesman or dealer might have to turn the package about to find the part identification. Worse, this made it hard to follow a good shelf-stocking plan in the dealer's warehouse or stockroom.

Power tools are used by more people today than ever before, and for an ever-widening range of jobs. They no longer go only to expert craftsmen and experienced amateurs; they attract novices who have new hobbies or who want to save money on home, farm, or small business repairs. This type of user is an explorer each time he shops for a new accessory. He needs guidance. No doubt he has studied the Shopsmith literature and catalogs, but when he enters the hardware store he wants to be able quickly and easily to buy what he wants. He may have in mind other accessories he would like to have—accessories he would buy if confronted with an informative display.

As for the dealer, he knows he has an increasing number of power tool novices among his customers, persons who need guidance and who can be turned into steady and profitable customers. On the other hand, his sales personnel turnover is a big problem; uninstructed salespeople are his constant headache. How are customers' questions to be answered or anticipated? He may or may not realize that the informative package is the solution—until he sees one—but he will be grateful to the manufacturer who provides it. If the packages are designed for attention-getting display, he's a man in a mood to cooperate.

As for the manufacturer, he wants a package which will protect the product, aid in selling the dealer, and convey the selling story to the customer.

Let us look at Magna's new family of packages and see how they accomplish what is required of them. They range in size from 2' x 30" x 4" through a multiplicity of dimensions down to a tiny package 3" long by ½" square. In addition, there are labels for other types of boxes (for example, the standard manufacturer's box), and for cans (used for moist products such as a rust preventive). Then there are envelopes (for sandpaper sheets) incorporating the package design and colors.

The majority of the packages are made of white [bleached] chipboard, printed in black, red, and a shade which gives a wood-grain effect. This basic wood-grain effect is used as the ground for all of the packages and labels to give immediate identification, in a display, with the woodworking power tool to which the accessories will be attached. The only exception to this black, red, and wood-grain color scheme is in the large packages for the heaviest items, which are shipped in corrugated boxes printed in a one-color adaptation of the three-color design.

On the face of all packages is a black, white and red chevron which bleeds onto adjoining sides. On the black field the red "Shopsmith" trademark stands out with strong impact. The trademark appears in miniature on five of the six sides of each box, with the exception of a few tiny boxes on which it is not feasible. The name of the item in the box appears on the package face in black type and, when it can serve a purpose, an inset drawing shows the mounted use or position of the item in relation to the power tool.

One side panel is given over to copy which tells what the item is, materials from which it is made, where and how it should be attached to Shopsmith, how used, items needed to use with it, and what other sizes or grades are available. For example: a wire brush. The face of the package in which it is packed clearly identifies it as a 6-inch wire brush—coarse. Turning to the side panel, the customer or salesperson learns: "This

WIRE BRUSH is extremely useful for removing rough rust, scale, old paint, burns, etc. . . . easily secured by arbor to Shopsmith spindle . . . durable, solid metal reinforced center . . . long-wearing crimped steel. Use with ½" arbor. Available also in fine grade for burnishing and finish work."

Such data appear whenever necessary. Text is condensed to the minimum required to convey essential information. It is supplemented with art work. Turning the wire brush box to the panel opposite the face panel the customer finds a drawing of the brush, identical in size — or nearly so—to the one inside, usually in perspective. The identification ("coarse 6" wire brush") is repeated below the drawing.

In the case of shaper cutters, one panel is given over to the profile which is made by the cutter . . . something to delight the average power tool user who always wants to know what the wood will look like when he has cut it.

The two end panels of the boxes are printed with the name and description of the accessory, its numerical identifications, the manufacturer's full name, Shopsmith trademark (miniature), and "made in U.S.A." Whichever way the box is placed on the dealer's shelves, there is instantaneous identification.

Advantages of the packages are obvious. Alone or used in displays, they win immediate attention. They *show* as well as *tell* what is inside—at a single glance. The inset drawing on the face "demonstrates" usage, intrigue the craftsman, invites him to pick it up and inquire further. As he turns it about, reading its brief, informative text, he is sold. It may also sell him another kind or size of the same item by reminding him of its availability in the line. And he will

Magna's home workshop power tool was built to satisfy an ever expanding do-it-yourself market. Imaginative new accessories have been added to the original line—hence the need for uniform, family packaging. To see what other manufacturers are doing to reach the do-it-yourself market, turn to page 186.

learn what additional items he will require to use it.

It is a selling package and an educational package, which enables the uninstructed salesperson to become an informed salesman. Time is saved because essential information is where it can be seen without removing the package from the shelf. The facts are in the same places on all packages in the Shopsmith line. The salesperson need not burden his memory with data to help him answer customers' questions.

There are advantages in stocking too. Inventory control is made easier because uniformity of numerical identification and other data make logical shelf arrangement possible and stockroom clerks, the dealer himself, or the manufacturer's salesmen can see at a glance if certain items are running low.

Attractive display of miscellaneous hardware items has always presented problems. They are not "pretty." Rarely are they packaged to enhance them or make them merchandisable. Magna Engineering is one of the first manufacturers to present hardware dealers with packages which build outstanding displays. Those who have received the first of the new packages are responding enthusiastically and are following the company's display suggestions, with effective results in eye appeal.

The packages have additional advantages from Magna's point of view. The family identity between all the 100 shapes and sizes of the Magna accessories impresses dealers and consumers with the comprehensiveness of the line. It is easier to sell dealers when a package is so clearly helpful to them. Magna believes hardware men will be encouraged to stock a complete line—something not always easy to accomplish in the hardware field.

A few of the new packages went out to dealers in April. Response has been excellent. Repackaging of the entire line is now complete and only the new packages are going out from the plant.

The cost of the repackaging program was considerable, company officials do not hesitate to admit, but they have no doubt that results will justify the expenditure. Says President Chambers: "You have to have packages and you might as well put thought into them and have packages that will do something for your products, aid your customers, and help your dealers to display and sell."

Walter Landor and Associates were the industrial designers retained as consultants when the package overhaul was in the research and testing stages. The job was executed by Robert M. Blanchard. Production was given to a number of different manufacturers.

Detroit Means Business

The Detroit News

covers the higher income groups in the Detroit Standard Metropolitan Area better than any other Detroit newspaper . . . and has the largest weekday and Sunday trading area circulation in the Detroit Trading Area!*

*Macomb, Oakland and Wayne counties

EACH NEWSPAPER'S PERCENT OF COVERAGE OF INCOME GROUPS

Income Group	Percent Homes Covered Weekdays		
	NEWS	Free Press	Times
$7,000 and over	65	49	35
$5,000—$6,999	61	32	36
$4,000—$4,999	54	27	37

Income Group	Percent Homes Covered Sunday		
	NEWS	Free Press	Times
$7,000 and over	70	50	36
$5,000—$6,999	65	36	40
$4,000—$4,999	59	32	41

Source: Fourth Quinquennial Survey of the Detroit Market, 1951

The Fourth Quinquennial Survey is the result of 11,026 actual interviews made by Market Opinion Research Company of Detroit during March-April-May, 1951.

459,808
highest weekday circulation of any Detroit newspaper.

565,718
Highest Sunday trading area circulation.
A. B. C. figures for 6-month period Ending September 30, 1951

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH • *Western Offices:* JOHN E. LUTZ CO., Tribune Tower, Chicago

Sales in 7 Added Store Types, 187 Metropolitan Areas

1951 exclusive SM dollar estimates for eating and drinking places, apparel stores, gasoline filling stations, lumber yards and building materials, hardware stores, packaged liquor stores and jewelry stores.

In the past few years the concept of the metropolitan area has been widely adopted as a device to focus attention on the relatively small number of urban areas which account for the bulk of the nation's trading. The metropolitan areas denoted here are for the most part those officially designated by the U. S. Bureau of the Census, except for 18 New England areas for which SM has replaced the original *township* definitions by corresponding county definitions for 12 areas (see 1952 SBP, pps. 16-18). In addition to these 162 Standard Metropolitan County Areas, SM has added a separate tabulation of 25 areas which for all practical purposes may be regarded as "potential" metropolitan areas. They contain cities whose population is either very close to 50,000 (several according to the new population Census are between 48,000 and 50,000 and they easily can be over 50,000 by the close of 1952), or, while falling slightly short on the population count, are such important trading centers that their total retail trade exceeds that of a number of cities on the official list.

Thus, for instance, Muskegon, as a result of a special wartime census, had been on the official list of metropolitan areas but was removed when the 1950 Census revealed that the Muskegon population had fallen short of the 50,000 mark. We have included Muskegon on our list of potential market areas along with several others such as Fayetteville, whose population exceeded 50,000 during the war years, only to recede somewhat in the postwar period. In the 18 months which have passed since the population count was taken, there can be no doubt that Muskegon and Fayetteville and several other "potential" areas would now be in-

cluded in the official tabulation on the basis of their current population. At any rate, it is from our list of "potential" market areas that any new official areas will be drawn in the next decade.

These 25 "potential" metropolitan areas are: Abilene, Tex.; Anderson, Ind.; Battle Creek, Mich.; Biloxi-Gulfport, Miss.; Brownsville-Harlingen-McAllen, Tex.; Colorado Springs, Colo.; Dubuque, Ia.; Elmira, N.Y.; Fayetteville, N.C.; Fort Smith, Ark.; La Crosse, Wis.; Lewiston-Auburn, Me.; Lynchburg, Va.; Monroe-West Monroe, La.; Muskegon, Mich.; New Castle, Pa.; Newport News, Va.; Pensacola, Fla.; Portsmouth, O.; Riverside, Cal.; Salem, Ore.; Texarkana, Tex.-Ark.; Tucson, Ariz.; West Palm Beach, Fla.; Williamsport, Pa.

Government Adds Two Areas

On October 8, too late to re-compute the data in the following tables, came word that two new "standard" areas had been confirmed by the special committee of the Government, with approval of the Budget Bureau.

They are Dubuque, Ia., and Hampton-Newport News-Warwick, Va.

In the future, therefore, these areas will be moved from SM's list of "Potential" areas to the standard list, which will number 164 areas. In alphabetical sequence Dubuque will be area 42, and Hampton-Newport News-Warwick will be 97. The boundaries of each area will be precisely the same as SM has been carrying them in the "Potential" section.

The Dubuque area comprises the county of Dubuque.

The Hampton-Newport News-Warwick area will consist of (1) the city of Newport News, (2) the city of Hampton, which has absorbed the county of Elizabeth City, and (3) the city of Warwick which hitherto has been a county. Two counties have been eliminated, Elizabeth City and Warwick.

Estimates in this issue involving the two new areas will be found under "Potential Areas" in the sections dealing with store sales in 7 additional categories and in the section on national newspaper dollars.

The five categories of retail sales shown in the *Survey of Buying Power*—food, general merchandise, home furnishings, radios and appliances, automotive and drug store sales—made up 62.3% of the total retail sales in 1951. We offer here for all metropolitan areas, both standard and "potential," estimates of sales in 1951 for the following ad-

To kick winning goals in Washington, D.C. . . .

. . . . do your strongest selling job in The Star—

Whether you're quarterbacking a new product or maintaining gains for an old one, call the signal for Washington's most consistent ground-gainer, The Star. ***Third quarter score*** (nine months of '52) is 31 to 18*. First in home-delivery, first in news coverage, first in official Washington's confidence, The Star provides the extra points for winning sales. ***To dominate*** Metropolitan Washington's big-spending market, back up *your* line with a dominant schedule in the dominant Star.

1852 *A Century of Leadership* **1952**

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by: O'Mara and Ormsbee, Inc., 420 Lexington Ave., NYC 17; The John E. Lutz Co., Tribune Tower, Chicago 11.

*Total Advertising Lineage: Star, 31,032,143; second paper, 18,048,682—*Media Records, Inc.*

ditional categories of retail outlets: eating and drinking places, apparel stores, gasoline service stations, lumber yards and building materials, hardware stores, liquor stores and jewelry stores. These outlets contributed 28.4% of the 1951 total. Estimates are in thousands of dollars.

Official definitions of the type of outlets included in these categories are:

1. Eating and Drinking Places: This group includes retail establishments selling prepared foods and drinks for consumption on the premises and luncheon counters and refreshment stands selling prepared foods and drinks for immediate consumption. Restaurants and luncheon counters operated as leased departments within other retail businesses are treated as part of the establishment in which they are located. However, restaurants and luncheon counters operated as leased departments or concessions in businesses other than retail are included in this classification as eating and drinking places.

2. Apparel Group: This group includes stores primarily engaged in selling clothing, shoes, hats, underwear, and related articles for personal wear and adornment, custom tailors carrying stocks of material, and furriers are also included in this group.

3. Gasoline Service Stations: Gasoline service stations are defined as establishments primarily engaged in selling gasoline and other lubricating oils. These establishments often carry other lines of merchandise or perform other services and repair work.

4. Lumber Yards and Building Materials Dealers: Lumber yard and retail establishments primarily engaged in selling lumber, shingles, woodwork and other millwork. Sales are primarily made locally to home owners, farmers and special trade contractors; establishments selling primarily to builders and general contractors are classified as wholesale trade; building materials dealers are primarily engaged in selling material other than lumber and millwork such as brick and tile, cement, sand, gravel, lime, wallboard and rough materials.

5. Hardware Stores: These are retail establishments primarily engaged in selling a number of basic hardware lines such as tools, builders' hardware, paint and glass, houseware and household appliances, cutlery and rough materials. These establishments may also sell farm implements.

6. Liquor Stores: Liquor stores

are retail establishments primarily engaged in selling retail packaged alcoholic beverages such as ale, beer, wine and whiskey for consumption off the premises. Liquor stores operated by states, counties and municipalities are included, although in some states with Dry laws this category of retail outlet will not appear. Stores selling prepared drinks for consumption on the premises are classified as drinking places.

7. Jewelry Stores: These are stores primarily engaged in selling at retail any combination of lines of jewelry such as diamonds and cut precious stones mounted in precious metals as rings, bracelets and brooches; sterling and plated silverware and watches and clocks. Stores primarily engaged in watch and jewelry repair are classified in the service trades.

SM's estimates for the store categories defined above are projected from the 1948 base established by the Census of Business.

Census provides a breakdown by *type of store*. Therefore Census figures, and SM estimates, are only broadly indicative of *commodity* sales. The jewelry category, for example, covers only the sales of stores classified as jewelry stores. Many department stores have jewelry departments; their sales are credited to the department store of which they are a part, and are included in the General Merchandise category.

Similarly, the field of packaged liquor covers only the specialty stores. In some states this results in an unavoidable underestimate of industry volume. In the San Francisco-Oakland area, for example, the estimates will apply only to the 1200 specialty stores, and do not measure packaged liquor sales made in some 1600 other stores such as drug and grocery which are licensed to sell packaged liquor.

Of the selected categories of retail sales the largest gains recorded since 1939 and 1948 are those liquor outlets and building materials and hardware dealers. These classifications are clearly of rapidly growing importance in the retail picture though percentage-wise they still do not bulk too largely; thus, liquor sales made up 1.9% of the total retail sales in 1951, lumber yard and building materials accounted for respectively 4.2% and 1.9% of the total sales. We are including tables showing recent sales trends of the 7 categories outlined above:

Retail Sales as a Percentage of Disposable Personal Income

	1929	1941	1951 Quarters 1st	2nd	3rd	4th
Total retail sales	58.7	60.1	73.0	66.6	65.4	65.7
Eating and drinking	2.6	5.0	5.2	5.1	5.0	5.0
Apparel stores	5.1	4.5	4.7	4.3	4.3	4.4
Gasoline service	2.2	3.8	4.0	3.7	3.6	3.8
Lumber yards & bldg. mat.	3.2	2.7	4.0	3.6	3.3	3.1
Hardware stores	.9	1.0	1.5	1.3	1.2	1.3
Liquor stores	0.0	.9	1.3	1.2	1.2	1.3
Jewelry stores	.6	.6	.6	.5	.5	.5

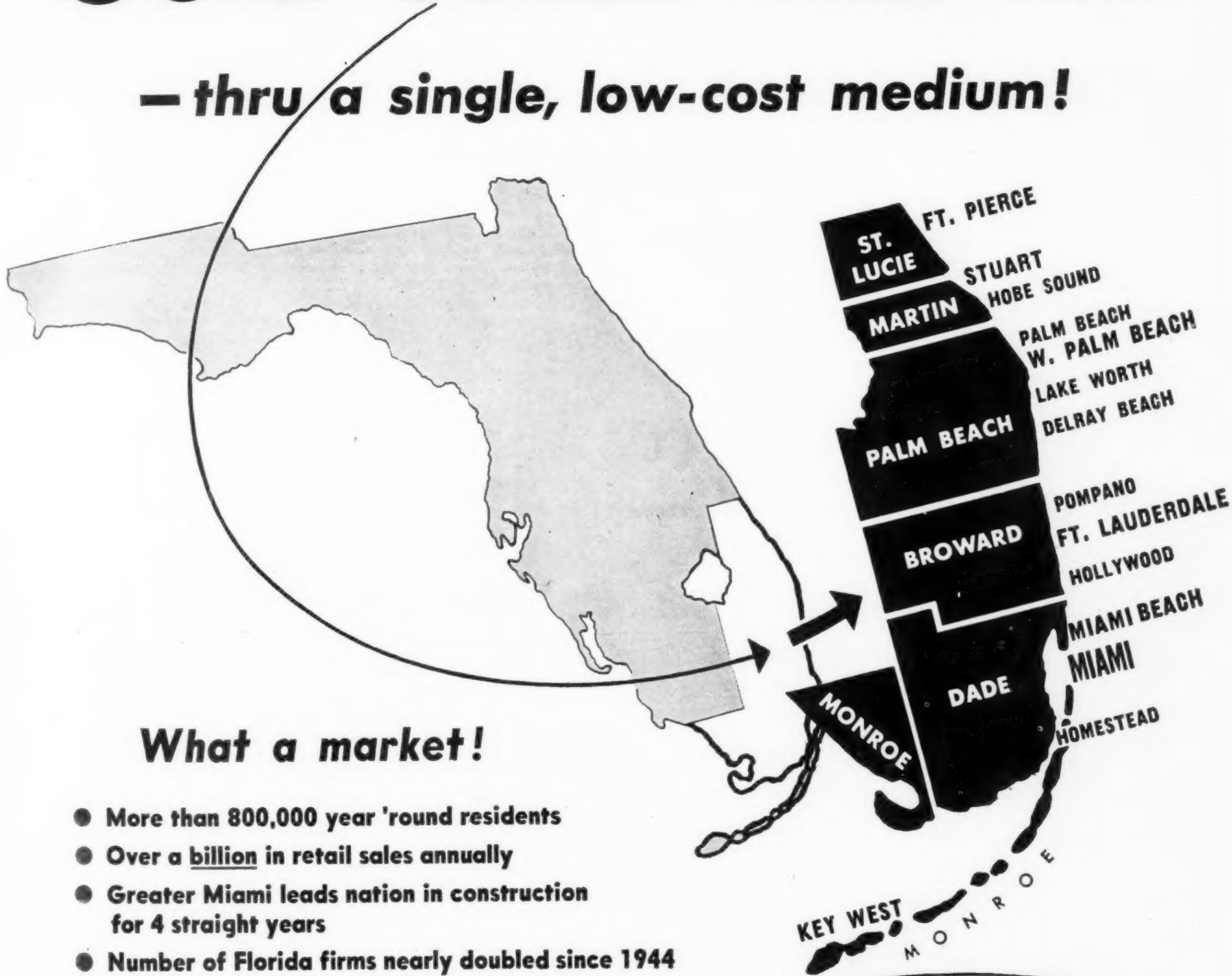
Sales Trends of Selected Retail Stores 1939-1951

	1939 (mill. $)	1948	1951	% Change 1939-48	% Change 1948-51	1939-51
Total retail sales	42042	130521	151234	310.5	115.8	359.7
Eating & drinking places	3520	10683	11321	303.5	106.0	321.6
Apparel stores	3259	9803	9856	300.8	100.5	302.4
Gasoline service stations	2822	6483	8390	229.7	129.4	297.3
Lumber yards & bldg. mat.	1478	5127	6374	346.9	124.3	431.3
Hardware	629	2494	2924	396.5	117.2	464.9
Liquor	586	2580	2789	440.3	108.1	475.9
Jewelry	362	1225	1170	338.4	95.5	323.2

Sell Mushrooming Miami (see data) and ALL of

Florida's Billion Dollar Gold Coast Market

—thru a single, low-cost medium!



What a market!

- More than 800,000 year 'round residents
- Over a billion in retail sales annually
- Greater Miami leads nation in construction for 4 straight years
- Number of Florida firms nearly doubled since 1944
- 15 superior rankings for Greater Miami in Sales Management's survey (see data)

And what a medium!—The blanket coverage of The Miami Herald delivers the entire booming Gold Coast market in one low-cost package. See your SB&F man for the profit-building facts, today.

The Miami Herald

Florida's Most Complete Newspaper

FLORIDA'S GOLD COAST

JOHN S. KNIGHT, Publisher

STORY BROOKS & FINLEY, National Reps. Affiliated Stations — **WQAM, WQAM-FM**

MIAMI -- An International Market

Retail Sales, 7 Store Types, by Metropolitan County Areas

For sales of 5 other store types, see page 172, May 10, 1952, *Survey of Buying Power*

Area	CITY AND COUNTY	RETAIL SALES, 1951 SM ESTIMATES Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
1	Akron (Summit Co., Ohio)	464,543	37,872	21,301	25,619	32,326	10,914	8,131	3,577
2	Albany-Schenectady-Troy (Albany, Rensselaer, and Schenectady Cos., N. Y.)	664,430	49,848	58,034	27,395	19,251	6,434	7,098	5,054
3	Albuquerque (Bernalillo Co., N. M.)	159,848	10,958	11,280	10,392	10,257	1,238	2,735	1,471
4	Allentown-Bethlehem-Easton (Lehigh and Northampton Cos., Pa.; Warren Co., N. J.)	481,398	33,604	35,788	24,460	23,238	7,632	8,059	4,212
5	Altoona (Blair Co., Pa.)	133,416	7,606	8,582	8,151	3,739	3,070	1,992	926
6	Amarillo (Randall and Potter Cos., Texas)	157,550	8,071	13,850	10,581	*	*	*	*
7	Asheville (Buncombe Co., N. C.)	115,222	4,985	6,949	6,336	4,058	1,576	*	779
	Ashland, Ky. (See Area 62)								
8	Atlanta (Cobb, DeKalb and Fulton Cos., Ga.)	799,950	46.066	50,040	39,680	21,280	10,209	27,015	8,324
9	Atlantic City (Atlantic Co., N. J.)	202,672	31,523	17,438	7,901	4,819	*	4,085	5,738
10	Augusta (Richmond Co., Ga.; Aiken Co., S. C.)	137,813	7,502	8,068	8,552	3,668	2,905	7,143	1,578
11	Austin (Travis Co., Texas)	169,832	11,916	12,222	8,128	13,980	2,613	2,519	2,225
12	Baltimore (Baltimore City, Anne Arundel and Baltimore Cos., Md.)	1,413,332	137,675	89,147	55,738	31,550	15.409	25,027	14,774
13	Baton Rouge (East Baton Rouge Parish, La.)	164,088	10,333	9,804	9,787	7,917	3,383	2,366	1,711
14	Bay City (Bay Co., Mich.)	95,702	6,676	5,806	7,338	3,786	1,847	568	782
15	Beaumont-Port Arthur (Jefferson Co., Texas)	240,136	14,286	15,677	10,286	14,009	2,241	4,676	2,402
	Bethlehem, Pa. (See Area 4)								
16	Binghamton (Broome Co., N. Y.)	208,488	14,964	11,709	8,664	4,674	1,398	2,082	1,752
17	Birmingham (Jefferson Co., Ala.)	506,896	31,996	39,958	25,386	9,577	6,261	21.316	8,670
18	Boston (Essex, Middlesex, Norfolk and Suffolk Cos., Mass.)	3,122,950	268,593	234,211	117,323	87,715	41,241	78,004	28,413

* Withheld to avoid disclosure.

See the editorial foreword of this issue for proof that

Only THE AUGUSTA, GEORGIA

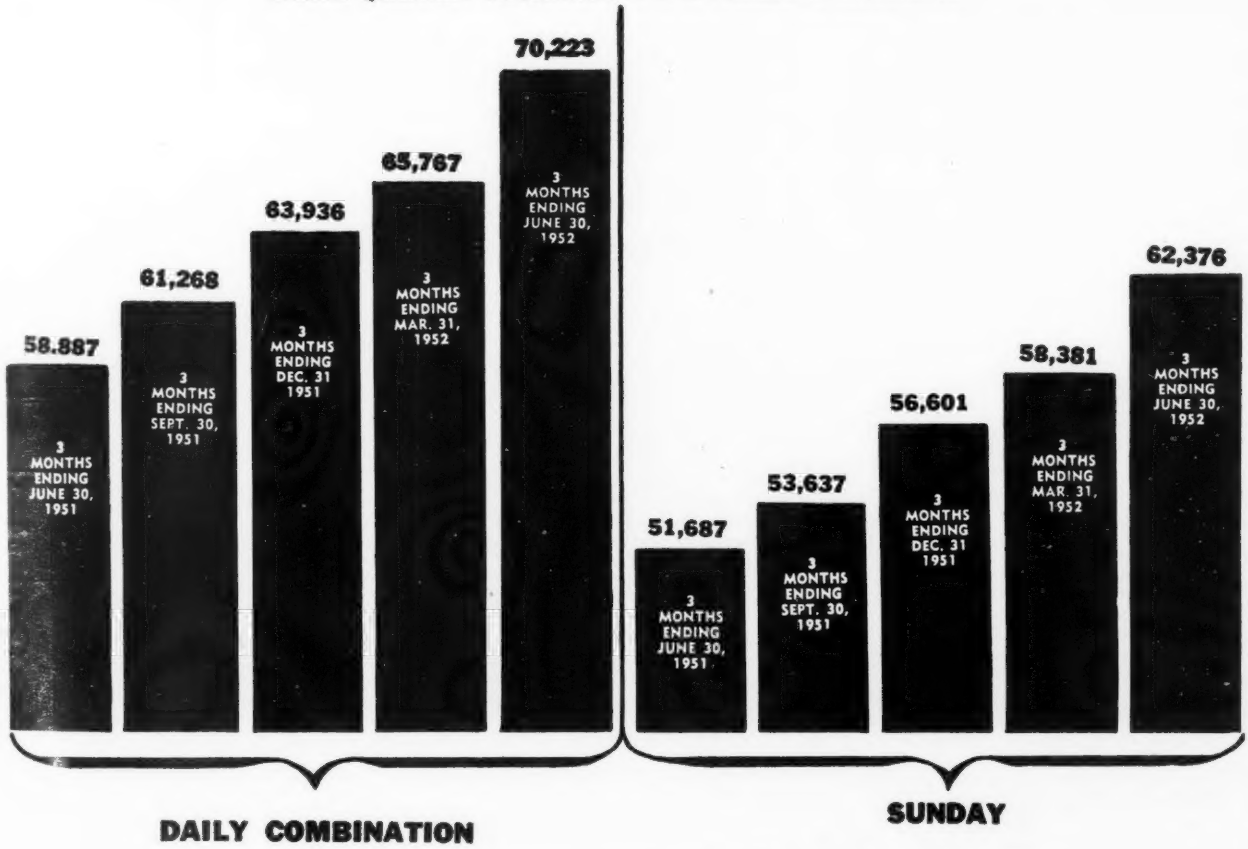
CHRONICLE-HERALD

Covers the prosperous, expanding, spending

METROPOLITAN

AUGUSTA-AIKEN MARKET

AVERAGE QUARTERLY CIRCULATION A. B. C. PUBLISHER'S STATEMENTS



ABC CIRCULATION QUARTER ENDING SEPT. 30th, 1952

73,307 **65,019**

Net Paid Circulation, Daily Sept. 30, 1952, 75,895 Net Paid Circulation, Sunday Sept. 28, 1952, 67,002

Represented nationally by THE BRANHAM COMPANY

The Augusta Chronicle
MORNING — SUNDAY

THE AUGUSTA HERALD
EVENING DAILY

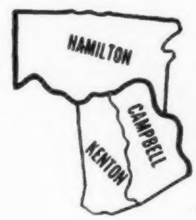
AUGUSTA, GEORGIA

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
19	Bridgeport-Stamford-Norwalk (Fairfield Co., Conn.)	642,631	40,209	48,711	31,418	31,325	15,665	18,854	4,579
20	Brockton (Plymouth Co., Mass.)	208,646	14,910	16,152	10,192	9,008	4,185	4,881	1,003
21	Buffalo (Erie and Niagara Cos., N. Y.)	1,282,898	107,884	83,017	54,217	43,945	20,897	14,914	8,173
22	Canton (Stark Co., Ohio)	309,904	25,575	21,579	16,880	15,834	7,827	4,441	3,433
23	Cedar Rapids (Linn Co., Iowa)	132,544	7,062	8,671	7,356	7,432	2,987	2,331	938
24	Charleston (Charleston Co., S. C.)	135,000	6,172	10,561	7,268	5,301	*	4,722	1,093
25	Charleston (Fayette and Kanawha Cos., W. Va.)	268,731	14,526	19,518	14,288	8,001	*	10,044	2,548
26	Charlotte (Mecklenburg Co., N. C.)	251,859	10,580	16,939	12,114	9,439	2,073	*	1,987
27	Chattanooga (Hamilton Co., Tenn.; Walker Co., Ga.)	235,783	14,408	16,466	14,663	8,452	5,555	8,016	2,480
28	Chicago (Cook, Du Page, Kane, Lake, and Will Cos., Ill.; Lake Co., Ind.)	6,632,533	626,208	573,591	258,823	178,111	77,999	152,396	58,243
29	Cincinnati (Hamilton Co., Ohio; Campbell and Kenton Cos., Ky.)	980,170	98,554	67,155	44,530	37,369	11,865	20,895	7,928
30	Cleveland (Cuyahoga and Lake Cos., Ohio)	1,800,783	155,778	109,159	84,659	80,680	23,143	45,177	12,637
31	Columbia (Richland Co., S. C.)	146,483	6,917	12,372	9,001	838	6,147	4,974	1,431
32	Columbus (Chattahoochee and Muscogee Cos., Ga.; Russell Co., Ala.)	132,332	7,414	10,764	7,134	*	1,367	4,584	1,721
33	Columbus (Franklin Co., Ohio)	540,855	44,526	36,292	27,736	22,439	8,266	10,059	5,748
34	Corpus Christi (Nueces Co., Texas)	186,702	11,759	10,943	8,147	7,694	2,627	3,460	4,280
35	Dallas (Dallas Co., Texas)	848,510	55,720	54,853	39,007	48,960	4,643	23,187	9,771
36	Davenport-Rock Island-Moline (Rock Island Co., Ill.; Scott Co., Iowa)	274,276	26,577	13,180	16,106	12,992	3,230	3,081	2,178
37	Dayton (Greene and Montgomery Cos., Ohio)	502,454	44,203	33,105	30,325	14,692	5,447	10,918	4,148
38	Decatur (Macon Co., Ill.)	117,130	8,827	5,912	8,117	3,168	2,758	1,165	1,591
39	Denver (Adams, Arapahoe, Denver and Jefferson Cos., Colo.)	720,222	51,184	39,272	37,777	31,071	6,524	10,443	6,920
40	Des Moines (Polk Co., Iowa)	280,476	17,256	18,315	14,407	10,744	3,883	4,575	2,548
41	Detroit (Macomb, Oakland and Wayne Cos., Mich.)	3,833,635	278,599	260,774	203,427	140,613	47,044	33,169	27,798
42	Duluth-Superior (St. Louis Co., Minn.; Douglas Co., Wis.)	257,142	18,922	20,383	14,323	8,557	4,797	4,624	1,954

* Withheld to avoid disclosure.


HAMILTON
CAMPBELL
KENTON

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
43	Durham (Durham Co., N. C.)	96,305	4,283	6,616	5,474	5,376	1,323	*	1,077
	Easton, Pa. (See Area 4)								
44	El Paso (El Paso Co., Texas)	206,496	13,406	13,713	8,257	10,257	1,676	3,211	2,521
	Elyria, Ohio (See Area 79)								
45	Erie (Erie Co., Pa.)	257,520	16,555	17,964	13,082	10,790	4,190	6,512	1,950
46	Evansville (Vanderburgh Co., Ind.)	176,085	13,591	19,141	8,689	5,357	1,527	1,516	1,438
47	Fall River-New Bedford (Bristol Co., Mass.)	333,926	24,665	28,398	17,861	13,487	4,530	6,365	3,075
48	Flint (Genessee Co., Mich.)	315,840	18,380	19,013	22,157	15,583	6,166	2,540	1,817
49	Fort Wayne (Allen Co., Ind.)	222,777	17,079	14,593	13,862	5,102	1,878	1,407	1,817
50	Fort Worth (Tarrant Co., Texas)	508,032	29,791	21,619	24,497	34,256	1,838	19,412	4,707
51	Fresno (Fresno Co., Cal.)	329,282	23,477	21,314	21,127	20,955	8,326	4,011	2,936
52	Gadsden (Etowah Co., Ala.)	69,937	2,476	5,108	3,682	*	*	*	815

* Withheld to avoid disclosure.

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
53	Galveston (Galveston Co., Texas)	127,500	13,632	9,169	7,082	10,026	1,351	3,217	1,375
54	Grand Rapids (Kent Co., Mich.)	356,757	19,507	26,767	22,882	14,870	5,975	1,799	2,483
55	Green Bay (Brown Co., Wis.)	105,420	9,765	8,118	6,270	5,511	1,782	555	789
56	Greensboro-High Point (Guilford Co., N. C.)	212,986	8,568	15,836	11,958	5,353	3,693	204	2,307
57	Greenville (Greenville Co., S. C.)	167,610	6,403	9,911	9,329	10,411	5,344	3,781	1,620
58	Hamilton-Middletown (Butler Co., Ohio)	147,113	13,053	11,836	8,746	7,454	3,834	3,084	1,353
59	Harrisburg (Cumberland and Dauphin Cos., Pa.)	318,725	24,114	28,226	21,405	10,489	7,028	5,400	2,332
60	Hartford-New Britain (Hartford Co., Conn.)	681,968	47,737	50,240	33,789	25,010	11,165	17,698	*
	Hazleton, Pa. (See Area 157)								
	High Point, N. C. (See Area 56)								
	Holyoke, Mass. (See Area 138)								
61	Houston (Harris Co., Texas)	998,324	64,696	75,422	49,257	72,073	7,738	24,495	11,872
62	Huntington-Ashland (Cabell and Wayne Cos., W. Va.; Boyd Co., Ky.; Lawrence Co., Ohio)	189,230	11,356	16,634	8,880	5,142	4,959	5,792	1,526
63	Indianapolis (Marion Co., Ind.)	714,386	49,842	51,328	39,411	15,869	8,602	7,062	7,775

* Withheld to avoid disclosure.

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
64	Jackson (Jackson Co., Mich.)	128,150	8,156	7,215	8,884	5,560	4,511	719	844
65	Jackson (Hinds Co., Miss.)	134,460	7,588	11,540	7,495	4,451	1,605	†	1,610
66	Jacksonville (Duval Co., Fla.)	331,058	22,395	23,276	17,180	11,884	4,607	9,643	3,550
67	Johnstown (Cambria and Somerset Cos., Pa.)	243,601	15,213	11,410	12,428	7,236	4,321	4,928	1,945
68	Kalamazoo (Kalamazoo Co., Mich.)	148,894	7,531	9,735	10,397	7,556	3,985	1,336	1,181
69	Kansas City (Johnson and Wyandotte Cos., Kans.; Clay and Jackson Cos., Mo.)	1,073,581	72,533	70,267	44,728	41,537	7,879	12,557	9,719
70	Kenosha (Kenosha Co., Wis.)	81,492	8,342	5,502	3,727	5,968	2,476	*	550
71	Knoxville (Anderson, Blount and Knox Cos., Tenn.)	287,377	16,408	15,962	18,517	8,651	4,481	3,072	2,996
72	Lancaster (Lancaster Co., Pa.)	238,960	13,327	12,258	11,182	9,310	3,714	2,595	1,925
73	Lansing (Ingham Co., Mich.)	233,571	12,674	13,384	13,325	10,861	4,511	1,124	1,687
74	Laredo (Webb Co., Texas)	49,765	2,077	7,587	1,778	*	*	201	412
75	Lexington (Fayette Co., Ky.)	116,070	6,539	12,032	5,324	6,278	*	5.357	1,340
76	Lima (Allen Co., Ohio)	100,049	7,233	6,123	5,843	4,439	1,970	2,043	1,103
77	Lincoln (Lancaster Co., Neb.)	137,340	7,709	10,825	8,411	6.030	3,525	2,517	929
78	Little Rock-North Little Rock (Pulaski Co., Ark.)	204,156	10,489	10,050	12,303	8,041	1,609	6,992	2,059
79	Lorain-Elyria (Lorain Co., Ohio)	144,886	10,919	7,770	8,335	7,430	4,422	3,481	1,408
80	Los Angeles (Los Angeles and Orange Cos., Cal.)	5,266,556	418,204	326,923	333,056	262,565	57,105	127,340	48,145
81	Louisville (Jefferson Co., Ky.; Clark and Floyd Cos., Ind.)	597,827	50,158	53,903	29,031	16,760	9,772	13,459	4,818
82	Lubbock (Lubbock Co., Texas)	150,465	4,353	8,948	8,860	13,477	1,873	*	1,962
83	Macon (Bibb and Houston Cos., Ga.)	112,811	6,581	9,365	6,831	2,445	643	4,028	1,283
84	Madison (Dane Co., Wis.)	183,144	17,049	11,594	10,471	12,028	5,342	1,407	1,243
85	Manchester (Hillsborough Co., N. H.)	168,696	9,554	11,824	6,722	4,143	*	4.555	1,123
86	Memphis (Shelby Co., Tenn.)	569,750	28,767	39,534	22,216	17,123	5,148	18,987	6,388
87	Miami (Dade Co., Fla.)	698,460	81,716	61,120	35,775	34,495	10,284	15,657	5,845
	Middletown, Ohio (See Schedule 58)								
88	Milwaukee (Milwaukee Co., Wis.)	1,054,248	100,055	81,298	42,958	24,787	8,899	12,253	7,829
89	Minneapolis-St. Paul (Anoka, Dakota, Hennepin and Ramsey Cos., Minn.)	1,332,236	101,161	84,258	67,524	47,198	18,855	21,124	10,002
90	Mobile (Mobile Co., Ala.)	188,608	12,232	15,506	10,798	5,065	2,274	6,187	2,131
	Moline, Ill. (See Area 36)								
91	Montgomery (Montgomery Co., Ala.)	129,492	8,795	11,125	7,161	4,299	544	5,020	1,687
92	Muncie (Delaware Co., Ind.)	83,685	5,177	5,108	4,931	*	*	845	1,213
93	Nashville (Davidson Co., Tenn.)	334,739	18,360	26,709	18,889	13,186	3,939	13,508	2,906
	New Bedford, Mass. (See Area 47)								
	New Britain, Conn. (See Area 60)								
94	New Haven-Waterbury (New Haven Co., Conn.)	625,632	52,491	60,304	33,134	22,088	9,802	17,961	6,358
95	New Orleans (Jefferson, Orleans and St. Bernard Parishes, La.)	643,426	69,527	64,621	27,058	24,707	8,251	8,279	9,094
96	New York-N. E. New Jersey: a. (Bronx, Kings, New York, Queens, Richmond, Nassau, Rockland, Suffolk, Westchester Cos., N. Y.) b. (Bergen, Essex, Middlesex, Hudson, Morris, Passaic, Somerset, Union Cos., N. J.)	14,921,726	1,597,005	1,645,352	430,715	277,308	151,553	322,375	120,182
97	Norfolk-Portsmouth (Norfolk, South Norfolk, and Portsmouth Cities, Norfolk and Princess Anne Cos., Va.)	390,547	30,529	37,324	18,835	8,616	11,143	16,374	3,877
	North Little Rock, Ark. (See Area 78)								
	Norwalk, Conn. (See Area 19)								

* Withheld to avoid disclosure. † Liquor not legalized.

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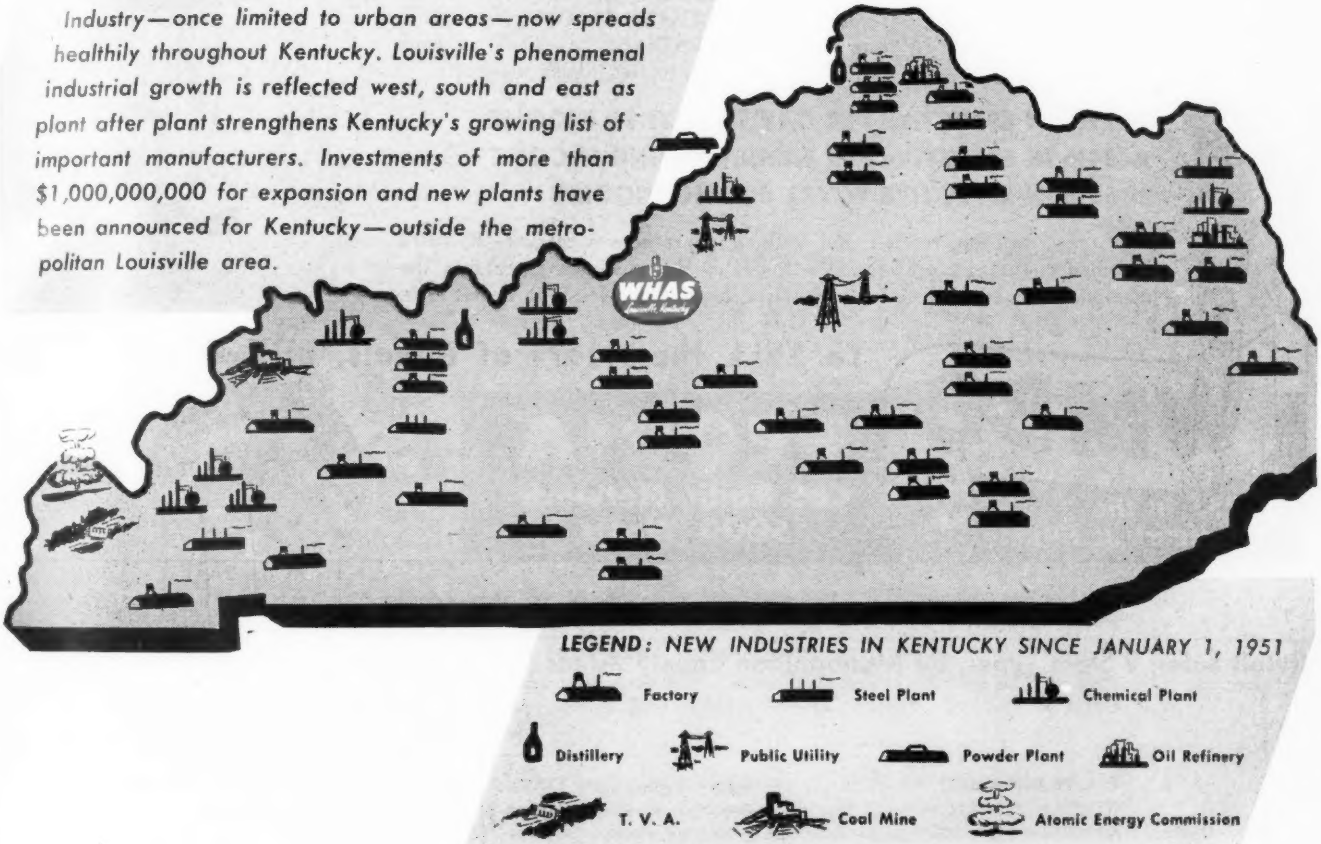

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Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
98	Ogden (Weber Co., Utah)	91,168	5,738	7,097	5,632	*	*	1,777	1,018
99	Oklahoma City (Oklahoma Co., Okla.)	380,116	22,372	25,002	19,704	27,131	2,499	187	4,265
100	Omaha (Douglas and Sarpy Cos., Neb.; Pottawattamie Co., Iowa)	444,062	37,548	31,172	20,795	19,465	10,265	3,786	3,837
101	Orlando (Orange Co., Fla.)	132,184	8,813	8,144	7,128	4,700	2,153	3,970	1,238
102	Peoria (Peoria and Tazewell Cos., Ill.)	260,455	24,539	13,464	14,925	14,338	3,925	1,709	2,043
103	Philadelphia (Bucks, Chester, Delaware, Montgomery, Philadelphia Cos., Pa.; Burlington, Camden, and Gloucester Cos., N. J.)	3,803,043	334,434	293,327	131,814	93,445	48,848	106,906	25,684
104	Phoenix (Maricopa Co., Ariz.)	401,357	29,655	19,076	24,008	30,048	2,361	4,011	2,835
105	Pittsburgh (Allegheny, Beaver, Washington, Westmoreland Cos., Pa.)	2,418,080	184,032	151,150	105,106	83,011	35,126	69,865	22,075
106	Pittsfield (Berkshire Co., Mass.)	153,365	9,457	9,158	6,787	4,229	2,481	2,984	967
	Port Arthur, Texas (See Area 15)								
107	Portland (Cumberland Co., Maine)	168,792	8,389	13,906	9,539	5,431	1,494	4,328	1,825
108	Portland (Clackamas, Multnomah and Washington Cos., Ore.; Clark Co., Wash.)	885,636	58,495	38,306	46,332	33,320	11,138	20,323	7,927
	Portsmouth, Va. (See Area 97)								
109	Providence (Bristol, Kent and Providence Cos., R. I.)	691,017	55,162	64,813	33,424	*	*	13,418	5,450
110	Pueblo (Pueblo Co., Colo.)	87,954	6,658	3,521	5,065	*	*	1,447	954
111	Racine (Racine Co., Wis.)	131,868	10,439	7,803	6,954	7,051	4,899	1,183	950
112	Raleigh (Wake Co., N. C.)	142,857	7,257	10,758	7,893	3,193	*	*	1,226
113	Reading (Berks Co., Pa.)	274,155	18,390	19,375	12,927	11,416	2,248	4,145	1,735
114	Richmond (Richmond City, Chesterfield and Henrico Cos., Va.)	364,594	23,539	23,600	20,337	3,738	4,778	15,414	3,150
115	Roanoke (Roanoke City, Roanoke Co., Va.)	154,760	8,045	15,893	8,614	*	1,585	5,171	1,788
116	Rochester (Monroe Co., N.Y.)	543,801	41,619	43,418	24,150	17,856	6,872	5,914	4,199
	Rock Island, Ill. (See Area 36)								

* Withheld to avoid disclosure.

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	RETAIL SALES, 1951 SM ESTIMATES Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
117	Rockford (Winnebago Co., Ill.)	193,686	16,657	11,408	10,913	15,661	2,441	2,701	1,790
	Rome, N. Y. (See Area 150)								
118	Sacramento (Sacramento Co., Cal.)	341,848	33,084	24,367	18,342	17,877	5,057	3,220	3,335
119	Saginaw (Saginaw Co., Mich.)	163,059	10,793	13,513	10,328	6,528	4,432	840	1,304
120	St. Joseph (Buchanan Co., Mo.)	95,624	6,557	7,777	4,004	3,055	2,240	1,279	634
121	St. Louis (St. Louis City, St. Charles and St. Louis Cos., Mo.; Madison and St. Clair Cos., Ill.)	1,764,082	152,036	120,601	90,937	56,777	29,070	22,989	13,666
	St. Paul, Minn. (See Area 89)								
	St. Petersburg, Fla. (See Area 144)								
122	Salt Lake City (Salt Lake Co., Utah)	319,680	20,082	20,268	18,395	12,532	1,773	5,993	3,369
123	San Angelo (Tom Green Co., Texas)	80,249	4,282	3,323	4,139	*	*	1,844	1,222
124	San Antonio (Bexar Co., Texas)	502,416	32,770	37,115	22,968	28,202	2,384	8,791	5,723
125	San Bernardino (San Bernardino Co., Cal.)	267,756	21,006	9,916	23,779	21,882	2,834	5,540	1,862
126	San Diego (San Diego Co., Cal.)	605,358	47,125	36,332	35,848	39,821	7,738	15,439	6,167

* Withheld to avoid disclosure.

Retail Sales, 7 Store Types, by Metropolitan County Areas (Continued)

RETAIL SALES, 1951 — SM ESTIMATES

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
127	San Francisco-Oakland (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano Cos., Cal.)	2,687,791	279,989	212,083	131,371	85,716	35,585	54,863	26,973
128	San Jose (Santa Clara Co., Cal.)	332,860	24,096	26,215	20,114	20,489	8,070	3,608	3,387
129	Savannah (Chatham Co., Ga.)	139,440	9,450	11,429	8,878	4,508	1,034	3,178	2,434
	Schenectady, N. Y. (See Area 2)								
130	Scranton (Lackawanna Co., Pa.)	231,504	18,831	22,062	8,671	5,674	1,480	4,724	1,762
131	Seattle (King Co., Wash.)	849,437	67,177	49,616	47,232	22,625	14,030	20,954	9,540
132	Shreveport (Caddo Parish, La.)	205,901	10,827	15,759	6,419	11,101	2,326	4,397	2,274
133	Sioux City (Woodbury Co., Iowa)	135,756	8,960	8,023	6,148	10,630	4,232	1,746	1,542
134	Sioux Falls (Minnehaha Co., S. D.)	95,016	5,264	6,105	4,406	*	*	1,492	791
135	South Bend (St. Joseph Co., Ind.)	262,640	18,137	19,847	15,899	15,535	2,708	2,270	1,906
136	Spokane (Spokane Co., Wash.)	243,853	16,342	12,953	13,768	7,888	2,746	4,220	2,610
137	Springfield (Sangamon Co., Ill.)	161,035	14,842	10,491	9,732	8,298	1,984	1,219	1,257
138	Springfield-Holyoke (Hampden and Hampshire Cos., Mass.)	476,986	34,666	34,927	22,980	15,957	*	10,328	3,318
139	Springfield (Green Co., Mo.)	108,360	5,756	8,484	6,151	5,789	1,365	1,887	1,019
140	Springfield (Clark Co., Ohio)	115,964	8,342	6,467	7,206	6,326	1,126	2,283	1,192
	Stamford, Conn. (See Area 19)								
	Steubenville, Ohio (See Area 154)								
141	Stockton (San Joaquin Co., Cal.)	223,450	22,421	15,653	13,174	10,423	3,978	2,265	2,764
	Superior, Wis. (See Area 42)								
142	Syracuse (Onondaga Co., N. Y.)	397,935	38,332	28,597	18,726	15,155	4,647	4,499	3,786
143	Tacoma (Pierce Co., Wash.)	239,944	17,432	11,719	13,746	7,129	3,306	5,284	3,053
144	Tampa-St. Petersburg (Hillsborough and Pinellas Cos., Fla.)	476,304	36,844	25,470	25,929	25,172	6,214	8,250	3,847
145	Terre Haute (Vigo Co., Ind.)	116,287	8,532	5,851	6,151	3,497	1,137	472	1,297
146	Toledo (Lucas Co., Ohio)	494,560	42,625	27,508	26,712	16,233	5,065	9,029	5,593
147	Topeka (Shawnee Co., Kans.)	115,290	6,644	7,163	7,377	6,024	1,560	†	753

* Withheld to avoid disclosure. † Liquor not legalized.

Retail Sales, 7 Store Stypes, by Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	RETAIL SALES, 1951 SM ESTIMATES: Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
148	Trenton (Mercer Co., N. J.)	285,722	26,385	25,132	12,002	9,524	2,245	4,576	2,407
	Troy, N. Y. (See Area 2)								
149	Tulsa (Tulsa Co., Okla.)	296,120	17,674	21,516	16,698	19,302	3,074	*	2,705
150	Utica-Rome (Herkimer and Oneida Cos., N. Y.)	315,309	24,248	20,977	17,090	8,647	4,845	3,487	2,503
151	Waco (McLennan Co., Texas)	142,272	8,795	7,702	8,400	9,657	736	58	1,524
152	Washington (District of Columbia; Alexandria and Falls Church Cities, Arlington and Fairfax Cos., Va.; Montgomery and Prince Georges Cos., Md.)	1,863,835	144,912	145,233	83,088	51,084	20,448	91,148	17,170
	Waterbury, Conn. (See Area 94)								
153	Waterloo (Black Hawk Co., Iowa)	119,171	7,709	7,216	6,905	5,668	1,103	2,097	778
154	Wheeling-Steubenville (Brooke, Hancock, Marshall and Ohio Cos., W. Va.; Belmont and Jefferson Cos., Ohio)	290,848	23,996	22,458	16,765	14,331	5,979	7,387	3,312
155	Wichita (Sedgwick Co., Kans.)	297,271	17,602	20,459	16,941	16,274	2,579	†	3,467
156	Wichita Falls (Wichita Co., Texas)	122,040	6,409	7,206	7,392	5,988	854	6,175	1,498
157	Wilkes-Barre-Hazleton (Luzerne Co., Pa.)	344,552	25,932	24,143	13,217	10,752	4,854	6,564	2,812
158	Wilmington (New Castle Co., Del.; Salem Co., N. J.)	314,324	21,091	27,648	19,249	13,170	5,394	9,485	2,657
159	Winston-Salem (Forsythe Co., N. C.)	117,936	6,231	13,830	5,571	4,830	1,231	*	1,103
160	Worcester (Worcester Co., Mass.)	612,540	44,424	44,013	28,793	20,746	10,265	10,577	4,034
161	York (York Co., Pa.)	195,994	10,125	12,260	9,893	5,318	1,280	1,869	1,477
162	Youngstown (Mahoning and Trumbull Cos., Ohio; Mercer Co., Pa.)	536,904	38,439	37,653	30,466	23,679	17,688	10,295	6,234
	Total Above Metropolitan Areas	$97,430,015	$8,059,931	$7,503,737	$4,508,212	$3,355,244‡	$1,223,076‡	$2,012,571‡	$854,860‡
	U. S. TOTAL	151,264,467	10,683,000	9,803,000	6,483,000	5,127,000	2,494,000	2,580,000	1,225,000

‡ Sum does not include withheld or negligible data.

Potential Metropolitan County Areas

(See explanation on page 84)

Area	CITY AND COUNTY	Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
163	Abilene (Taylor Co., Texas)	85,688	2,849	4,054	4,928	*	*	*	1,070
164	Anderson (Madison Co., Ind.)	100,525	6,242	5,253	6,025	4,724	1,671	472	1,063
165	Battle Creek (Calhoun Co., Mich.)	147,146	9,700	8,748	10,383	5,620	2,252	1,222	1,403
166	Biloxi-Gulfport (Harrison Co., Miss.)	62,037	6,342	4,012	4,077	3,394	*	91	582
167	Brownsville-Harlingen-McAllen (Cameron and Hidalgo Cos., Tex.)	216,137	12,007	10,838	11,674	14,633	5,287	2,021	1,471
168	Colorado Springs (El Paso Co., Colo.)	89,157	6,180	5,863	5,591	*	*	1,284	825
169	Dubuque (Dubuque Co., Iowa)	84,828	6,773	3,591	3,528	*	*	1,626	512
170	Elmira (Chemung Co., N. Y.)	112,332	7,963	9,416	5,497	4,739	3,702	1,107	895
171	Fayetteville (Cumberland Co., N. C.)	68,176	3,399	4,559	5,582	*	*	*	423

* Withheld to avoid disclosure. † Liquor not legalized.

TO HELP YOU SELL
THE YORK, PENNSYLVANIA MARKET

A few facts from authoritative, disinterested sources
we believe will prove interesting and helpful to you.

THIS IS THE YORK MARKET—

U.S. Census defines the Metropolitan York Market as co-extensive with York County lines. The corporate city of York contains less than 30% of the market's population. 87% of the entire population growth of the York Market of the past twenty years has been in the country area OUTSIDE the city of York. This naturally has shifted the most important bulk of the retail sales opportunities to that area, as we shall show.

YORK IS A BIG MARKET—

Population — 205,400 **Retail Sales — $201,916,000.00**

(Current Estimates from Consumer Markets SRDS 1952-53)

YORK IS A DIVERSIFIED MARKET—

While York ranks 114th among all U.S. counties in population, it ranks 55th in FARM INCOME, and 50th in NUMBER OF MANUFACTURING EMPLOYEES!

Only two Pennsylvania counties (Lancaster and Chester) lead York in FARM INCOME — and York outranks BOTH those two counties in NUMBER OF MANUFACTURING EMPLOYEES; and VALUE ADDED BY MANUFACTURE.

YORK IS A CHANGING MARKET—

Back in 1930 the corporate city of York accounted for more than half of all the retail sales of the entire county. The city was the area to look to for the largest share of your sales opportunities. The recent U.S. Census of Retail Trade shows how the tremendous growth of the county area outside the city has dwarfed the city's relative importance. The recent U.S. Census figures show the county area OUTSIDE the city now accounts for the following percentages of the market's retail sales volume:

TOTAL RETAIL SALES 53% **AUTOMOTIVE SALES 56%** **FOOD SALES 60%** **GASOLINE SERVICE STATION SALES 63%**

The York Market today obviously requires, and will repay, daily newspaper coverage CORRECTLY BALANCED to your area of greatest sales opportunities. This means the kind of newspaper coverage that is balanced BOTH in the city, and in the county area outside the city. It is available ONLY with ———

The Gazette and Daily

A Real Honest-to-Goodness Newspaper

The Gazette and Daily gives not only a TOTAL coverage greater than any other daily published or circulated in the market — it gives also a BALANCE of coverage of the entire market unmatchable by any other daily.

TOTAL NET PAID CIRCULATION — ABC AUDIT 3/31/52
32,064
offering a 16% GREATER COVERAGE
of the York Market than any other daily

RALPH R. MULLIGAN

GERALD B. McDONALD — M — RALPH P. MULLIGAN

Publishers' Representatives Since 1901

CHICAGO **NEW YORK** **DETROIT**

Retail Sales, 7 Store Types, by Potential Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	RETAIL SALES, 1951 SM ESTIMATES							
		Total Retail Sales	Eating and Drinking Places	Apparel Stores	Gasoline Service Stations	Lumber Yards and Building Materials	Hardware Stores	Liquor Stores (Package)	Jewelry Stores
172	Fort Smith (Sebastian Co., Ark.)	74,196	3,561	4,729	4,348	*	*	2,491	761
173	La Crosse (La Crosse Co., Wis.)	76,781	7,293	4,675	4,092	*	*	513	675
174	Lewiston-Auburn (Androscoggin Co., Maine)	81,514	3,802	6,383	3,691	3,203	*	1,591	826
175	Lynchburg (Lynchburg City, Campbell Co., Va.)	77,062	4,202	3,417	4,032	*	*	1,429	381
176	Monroe-West Monroe (Ouachita Co., La.)	84,563	4,491	7,202	4,048	*	*	*	*
177	Muskegon (Muskegon Co., Mich.)	147,858	8,723	5,715	9,385	6,092	1,953	1,271	1,217
178	New Castle (Lawrence Co., Pa.)	100,901	5,278	6,910	5,672	4,334	3,386	1,507	1,332
179	Newport News (Hampton and Newport News Cities, Elizabeth City Co. and Warwick Co., Va.)	126,538	7,233	9,712	6,115	*	*	*	*
180	Pensacola (Escambia Co., Fla.)	88,935	7,148	6,473	4,629	2,160	2,876	1,326	1,367
181	Portsmouth (Sciota Co., Ohio)	67,610	4,829	3,834	4,333	*	*	1,407	444
182	Riverside (Riverside Co., Cal.)	181,793	15,888	8,555	16,256	14,232	2,850	4,052	988
183	Salem (Marion Co., Ore.)	111,592	5,940	5,349	6,762	4,488	2,228	*	907
184	Texarkana (Bowie Co., Texas; Miller Co., Ark.)	83,426	4,087	5,103	5,648	*	*	*	*
185	Tucson (Pima Co., Ariz.)	156,716	10,697	8,699	7,998	14.343	*	1,447	1,574
186	West Palm Beach (Palm Beach Co., Fla.)	164,189	14,455	13,934	8,115	9,710	*	4,281	1,471
187	Williamsport (Lycoming Co., Pa.)	100,267	6,812	7,756	5,760	2,459	1,391	1,176	671

* Withheld to avoid disclosure.

As of 18/8/52, the Government transferred Dubuque (Area 169) and Hampton-Newport-News-Warwick (Area 179) to the "Standard" list of areas too late for re-figuring the above table. See foreword.

. . . tuned to your sales story!

For economical mass coverage of the richest, biggest market in the Southwest there's no substitute for WFAA! With two stations, each tailored program-wise, you can select or combine the WFAA frequency you need to reach a specific audience. WFAA-570 emphasizes news, music and special events. Big, clear channel WFAA-820 uses a programming measuring rod that has been a success for thirty years — strong mass appeal.
Here is the great Southwest . . . wide open for your sales message.
You can reach it . . . you can SELL IT . . . with the *double impact* of WFAA-820 and WFAA-570!

.5 MV/M Primary Area	WFAA-820	WFAA-570
Square Miles	116,000	95,214
Radio Homes	1,143,500	964,000
Population	4,508,906	3,829,547
Families	1,374,422	1,148,449
Retail Sales	$4,486,037,240	$3,817,735,610
Effective Buying Income	$5,401,326,660	$5,081,706,385
Buying Income per Family	$3,930	$4,425

SOURCE: SALES MANAGEMENT, MAY 10, 1952

WFAA 820 DALLAS our 30th year

NBC-ABC-TQN Affiliates

50 KW WFAA-820	5 KW WFAA-570
D A L	L A S

Alex Keese, Station Mgr.
EDWARD PETRY & CO.
National Representatives

Radio Service of The Dallas Morning News

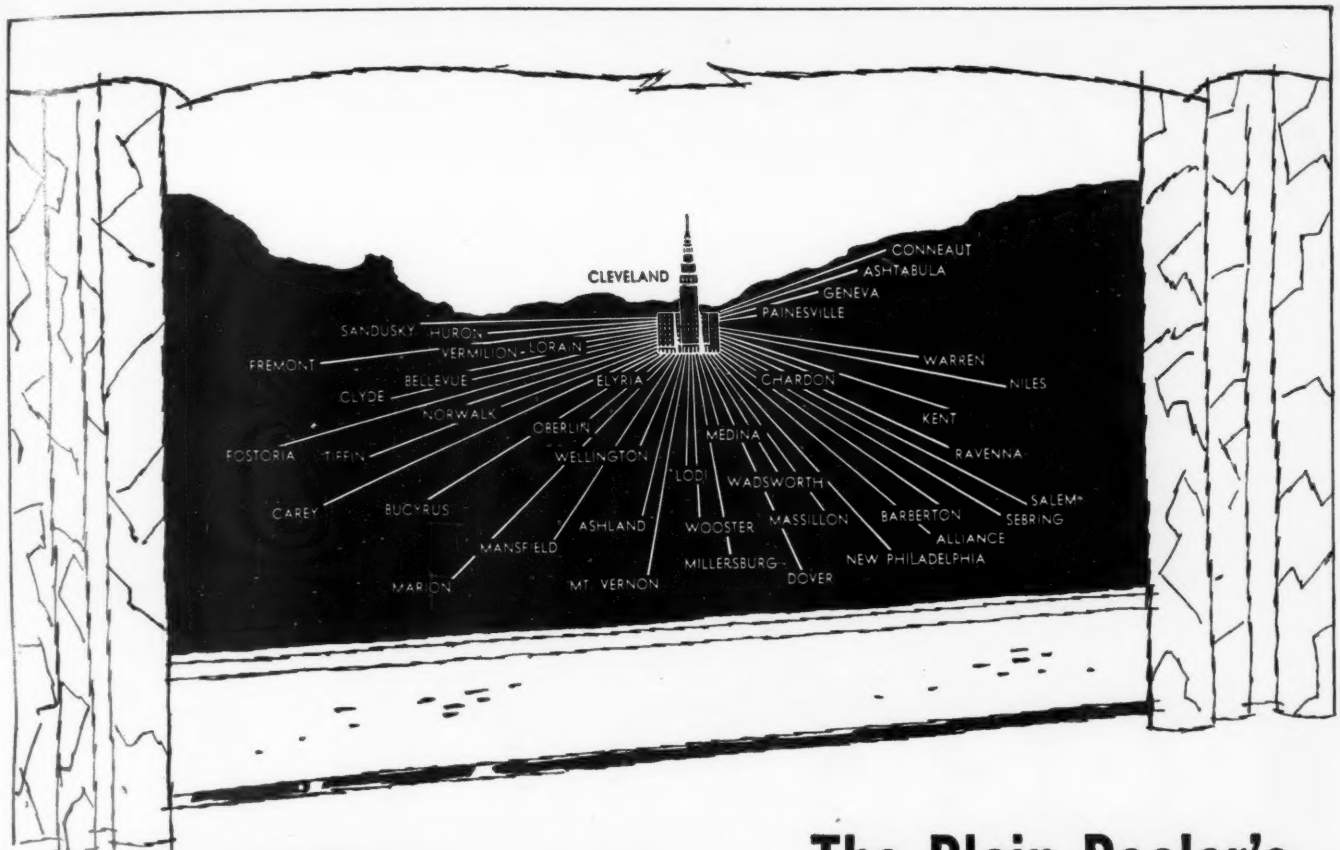
Rankings of 162 Areas in 21 Categories

Ninety-nine of these areas have such a well-balanced economy that in 10 or more of the categories their rank equals or exceeds the population rank.

Market data for the 162 metropolitan areas have been ranked here with respect to population, families, total retail sales, retail sales per capita, retail sales per family, and sales in the following categories: food, general merchandise, furniture-home furnishings-radios, automotive, drug, eating and drinking places, apparel, gasoline service stations, lumber and building materials, hardware, liquor and jewelry. Rankings are also shown for total Effective Buying Income, Effective Buying Income per capita, Effective Buying Income per family, and the buying power quota.

Many interesting and surprising marketing characteristics emerge from this analysis, the reasons for which lie pretty deep. They should give rise to some speculation and research on the part of experts familiar with local marketing peculiarities. Roughly speaking, the population or family ranking should determine the general location of most other rankings (with the exception of the per capita or per family characteristics.) Large departures from the population ranking will therefore indicate significant deviations from the average. Why, for instance, does the Akron market, ranking 46th in population, rank 22nd in the sale of lumber, building materials and hardware? Again, it is interesting to note that the highest total retail sale per capita is enjoyed by Amarillo, followed by Atlantic City, rather than any of the large metropolitan centers.

We are dealing here, of course, with variations in the degree of retailing concentration in metropolitan areas. The retail outlets in these areas serve not only residents of the area, but residents of outlying counties contiguous to the metropolitan area. We might be able to measure this market by drawing circles centering on the central city. However, the radii of these circles vary not only from area to area, but among the various classes of retail trade. Thus, food sales generally will reflect very



Valuable View...

The Plain Dealer's 2-in-1 Market of nearly $5,000,000,000

The Cleveland Plain Dealer looks out for your best interests. The territory it covers is unsurpassed... 26 adjacent counties as well as Greater Cleveland itself. Here your story is told where it does the most good. For the Plain Dealer is truly a household word throughout this booming but compact market. Widen your horizons... look to the PD today!

The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

	(Cleveland) Cuyahoga Cy.	*26 Adjacent County Area**
Total Retail Sales	$1,733,424,000	$1,327,825,000
Food Sales	458,874,000	333,266,000
Gen. Merchandise Sales	263,872,000	108,266,000
Drug Sales	56,838,000	32,877,000
Furn., Hsld., Radio Sales	85,680,000	59,480,000
Eff. Buying Income	2,725,572,000	2,064,059,000

**Akron, Canton, Youngstown not included.* *Figures—Sales Management Survey, May, 1952*

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta

little of the sales to residents of outlying areas, but general merchandise will reflect very much of such sales, and will show greater variation.

Varying levels of per capita and per family income will also make for variations in the sales rankings, as will variations in the degree of urbanization of the area. Thus, marketing characteristics of the very large metropolitan areas include a heavier-than-average emphasis on the sale of food eating and drinking and the purchase of apparel and jewelry. Smaller metropolitan areas in turn tend to have the heavier-than-average emphasis on sales of automobiles, gasoline, lumber, building materials and hardware.

"Superior" Metropolitan Areas

All metropolitan areas are important, all have their points of superiority. Some are better balanced than others and readers may appreciate having SM put the spotlight on the best balanced areas.

SM ranks 21 factors in the table following—from data in the *Survey of Buying Power* or this November 10 issue.

Population is the *key* factor. If an area ranks 30th in population, one might expect it to rank no worse than 30th in the 20 other factors. It would do so if its people were up to par in each and every element of sales and income.

No area, however, comes that close to perfection, although a number are very close.

In order to spotlight these areas which have relatively few weaknesses, let's assume that a city which has 10 rankings which equal or exceed its population ranking is "superior" to a degree.

So here's the method of scoring: There are 21 rankings. We take the population ranking as the "key" ranking, and we count the number of classifications in which the area equals or exceeds the population ranking. The method is fair for all areas except those at the extreme top or bottom of the population bracket.

No city reaches the perfect 20, but a score have 18 or more.

19 Superior Points

Des Moines
Rockford
Salt Lake City
Springfield, Ill.
Wichita Falls
Wilmington

18 Superior Points

Bridgeport
Cedar Rapids
Erie
Hartford-New Britain
Lansing
Laredo
Lima
Omaha
Sacramento
Sioux City
Sioux Falls
South Bend
Waterloo
Wichita

17 Superior Points

Beaumont-Port Arthur
Cleveland
Decatur
Fort Wayne
Galveston
Indianapolis
San Angelo
Shreveport
Toledo

16 Superior Points

Amarillo
Atlantic City
Bay City

16 Superior Points (cont.)
Charlotte
Dallas
Green Bay
Kalamazoo
Lincoln
Los Angeles
Lubbock
New York
Ogden

15 Superior Points
Canton
Corpus Christi
Davenport-Rock Island-Moline
Fresno
Lexington
Kenosha
Miami
Pittsburgh

14 Superior Points
Albuquerque
Flint
Fort Worth
Grand Rapids
Kansas City
Saginaw
San Francisco-Oakland
Tulsa
Waco

13 Superior Points
Austin
Columbus, O.
Detroit
Evansville
Hamilton-Middletown
Jackson, Mich.
Madison
Oklahoma City
Orlando
Racine
Roanoke
Rochester
St. Joseph
Topeka
Trenton

12 Superior Points
Akron
Baton Rouge
Boston
Chicago
Dayton
New Haven-Waterbury
Raleigh
Terre Haute

11 Superior Points
Albany-Troy-Schenectady
Baltimore
Greensboro-High Point
Harrisburg
Spokane
Springfield, O.
Stockton

10 Superior Points
Denver
Durham
Houston
Lorain-Elyria
Muncie
Philadelphia
Portland, Ore.
Pueblo
Richmond
San Jose
Springfield, Mo.

Those cities which have wide trading areas are likely to have more "superior points" than those whose drawing areas are relatively small and particularly than those where two important cities are closely adjacent, as, for example, Seattle and Tacoma. In city areas with wide drawing power, the rank of total retail sales and each of the individual store categories will likely exceed the population ranking, but in circumscribed areas this is less likely. The Superior Points, therefore, are more valuable as a guide to the sales manager interested primarily in *where sales are made* than to the advertising manager who wants to reach consumers where they live.

Mr. SPACE BUYER!

Are You Selling the Vast Los Angeles Metropolitan Area Short?

Sales Management's own study in this issue reveals the provocative fact that, although the Los Angeles Metropolitan Area has the third greatest effective buying income in America, it gets far less newspaper advertising than the national average of all metropolitan areas!

Can it be that you, Mr. Space Buyer, haven't seen the latest figures on national newspaper advertising expenditures? The national average per family is $11.49. Yet in Los Angeles it is only $9.88 or a ratio of 86% against the national 100%! A startling difference of 14% . . which should give YOU something to think about in making up your schedules.

Los Angeles Metropolitan Area is 2nd in America in . . .

- **Automotive Sales Volume**
- **Furniture-Household-Radio**
- **Gasoline Service Stations**
- **Lumber & Bldg. Materials**

Los Angeles Metropolitan Area is 3rd in America in . . .

- **Retail Sales**
- **Food Sales**
- **General Merchandise**
- **Drug Sales**
- **Eating & Drinking Places**
- **Apparel Sales**
- **Hardware Sales**
- **Liquor Sales**
- **Jewelry Sales**
- **Population**
- **Total Effective Buying Income**

The Los Angeles Examiner, blanketing one *half* the morning-reading families of this great area . . . with 325,000 daily and 720,000 Sunday . . . offers smart, sales-seeking advertisers the best, *low cost* opportunity in its market! Don't sell this vast market short! Get the facts! Get on the Los Angeles gravy train! It's a Through Express to Profitland!

The Los Angeles Examiner Goes Home and Stays Home! Now! The Largest Home Delivered Circulation in Examiner History!

The Los Angeles

Examiner

Does a POWERFUL, LOW-COST Selling Job!

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

Rankings of the 162 Standard Metropolitan County Areas

Based on SM Sales Estimates for the 21 categories below

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
1	Akron (Summit Co., Ohio)	46	46	47	70	78	40	34	59	41	51	41	67	40	22	22	61	51	40	27	26	43
2	Albany-Schenectady-Troy (Albany, Rensselaer and Schenectady Cos., N. Y.)	35	32	28	13	18	27	28	31	32	52	28	23	36	45	43	53	37	36	87	104	34
3	Albuquerque (Bernalillo Co., N. M.)	116	118	114	103	76	120	134	92	118	105	106	116	98	83	137	107	118	111	82	61	113
4	Allentown-Bethlehem-Easton (Lehigh and Northampton Cos., Pa.; Warren Co., N. J.)	44	45	44	77	69	37	50	33	46	64	45	42	4 3	34	39	49	43	44	83	71	45
5	Altoona (Blair Co., Pa.)	125	122	131	131	135	106	129	106	149	152	134	135	146	143	90	121	148	134	148	151	130
6	Amarillo (Randall and Potter Cos., Texas)	156	148	115	1	1	135	154	110	99	103	130	94	95	*	*	*	*	153	92	120	146
7	Asheville (Buncombe Co., N. C.)	132	138	147	137	126	141	111	143	147	127	157	150	144	141	126	*	155	141	128	106	141
8	Atlanta (Cobb, De Kalb and Fulton Cos., Ga.)	23	24	22	40	20	28	15	29	21	23	32	28	21	39	26	11	19	26	110	103	22
9	Atlantic City (Atlantic Co., N. J.)	127	120	99	2	2	92	149	108	143	92	49	80	125	132	*	88	32	110	25	38	107
10	Augusta (Richmond Co., Ga.; Aiken Co., S. C.)	92	97	126	162	162	123	104	136	125	135	137	139	117	145	92	52	112	113	158	153	110
11	Austin (Travis Co., Texas)	109	113	107	119	75	117	117	115	105	83	103	105	123	64	98	111	84	107	98	65	108
12	Baltimore (Baltimore City, Anne Arundel and Baltimore Cos., Md.)	12	12	12	104	80	12	11	12	16	13	12	12	13	23	16	12	10	12	94	86	12
13	Baton Rouge (East Baton Rouge Parish, La.)	108	109	111	130	113	125	96	105	108	94	113	127	103	100	86	113	108	104	50	24	106
14	Bay City (Bay Co., Mich.)	155	157	154	99	77	142	153	146	159	148	143	157	131	142	118	143	154	157	117	109	155
15	Beaumont-Port Arthur (Jefferson Co., Texas)	95	92	85	33	31	86	83	73	77	71	95	89	100	63	110	76	80	95	95	105	93
16	Binghamton (Broome Co., N. Y.)	99	98	95	72	70	90	79	91	98	106	90	110	115	134	131	119	105	108	139	144	103
17	Birmingham (Jefferson Co., Ala.)	28	31	40	144	142	39	31	37	37	49	48	33	41	87	44	16	26	42	143	137	39
18	Boston (Essex, Middlesex, Norfolk and Suffolk Cos., Mass.)	6	6	6	86	66	6	6	7	7	6	7	6	7	6	6	6	4	6	69	29	6
19	Bridgeport-Stamford-Norwalk (Fairfield Co., Conn.)	38	37	30	16	14	21	55	26	31	32	38	30	30	24	15	22	40	23	1	1	20

*Withheld to avoid disclosure.

COMING SOON: "Today's Wagon Jobber: Who He Is, What He Does" . . . Today he's called a "service truck food distributor," and he serves an important segment of the food market. Coming, in Sales Management, in a December issue.

For bigger sales in AKRON...

Go Roto!

COPYRIGHT, MAYER STUDIO, AKRON, OHIO

MONOTONE? Sure!

SPOT COLOR? Sure!

4-COLOR PROCESS? Sure!

STANDARD UNITS? Sure!

Sales-minded, profit-conscious advertisers are hitting new sales peaks in Akron with a consistent schedule in ROTO PIX . . . a high-readership Sunday rotogravure supplement. ROTO PIX gets top attention every Sunday in more than 99.5% of the homes throughout Greater Akron. Our representatives will gladly show you how ROTO PIX can help you influence greater sales in the rich, free-spending Akron market.

AKRON'S ONLY DAILY AND SUNDAY NEWSPAPER

AKRON BEACON JOURNAL

JOHN S. KNIGHT, PUBLISHER • STORY, BROOKS & FINLEY, REPRESENTATIVES

CEDAR RAPIDS TRADE AREA
IS TOP MARKET IN IOWA

Proved by State Sales Tax Collection

Cedar Rapids and its Eastern Iowa trade area showed a far higher level of retail trade prosperity than the state as a whole during the fiscal year which ended June 30.

That fact is indicated in retail sales tax figures released last week by the State Tax Commission.

Of the state's 99 counties, there were 47 which had lower retail sales during the 1952 fiscal year than during the year previous.

But, among the 14 counties in which The Cedar Rapids Gazette circulates, only one—Johnson county—showed lower retail sales for the 1952 fiscal year. Each of the other 13 counties had increased sales during the year.

Among cities, Cedar Rapids showed a greater increase in retail sales during the 1952 fiscal year than any other city in Iowa. The city's total increase of retail sales for the 1952 fiscal year amounted to $5,539,350 more than in 1951.

That figure was computed from the two percent retail sales tax report which showed that $110,787 more in sales tax money was paid in 1952 from Cedar Rapids.

On the same basis, Waterloo showed a 1952 retail sales increase of $1,420,050. Davenport was up $3,516,150.

But Des Moines was down $4,081,450 from 1951 sales and Sioux City was off $3,793,050.

The total retail sales tax reports for Iowa cities during the 1952 year put Des Moines in first place. Cedar Rapids was second, followed by Sioux City, Davenport and Waterloo.

Cedar Rapids' 1952 fiscal year retail sales tax was $2,615,075. That represents actual retail sales of $130,753,750.

Johnson county, the one county of the 14 in which The Gazette circulates which was down in retail sales, was reported as having turned in $19,643 less in sales taxes for 1952 than for the previous year. That represents a decrease of $982,150 in actual retail sales.

Reprinted from the Sunday, Oct. 19, 1952, issue of The Cedar Rapids, Gazette.

Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
20	Brockton (Plymouth Co. (Mass.)	98	94	94	84	100	79	143	112	111	99	91	84	101	91	76	73	143	102	119	128	99
21	Buffalo (Erie and Niagara Cos., N. Y.)	14	14	14	44	30	13	16	15	12	16	13	14	14	15	11	29	20	15	107	100	14
22	Canton (Stark Co.,Ohio)	69	67	67	89	81	62	75	61	70	76	57	64	69	54	36	83	54	54	41	30	59
23	Cedar Rapids (Linn Co., Iowa)	142	140	132	15	42	150	125	124	128	124	141	134	130	105	91	114	147	126	28	55	132
24	Charleston (Charleston Co., S.C.)	110	111	129	155	150	116	148	120	119	128	152	122	132	127	*	75	139	119	134	115	118
25	Charleston (Fayette and Kanawha Cos., W. Va.)	59	64	76	151	147	76	51	71	72	88	93	73	78	99	*	42	72	69	137	116	70
26	Charlotte (Mecklenburg Co., N. C.)	94	96	82	18	5	98	64	85	83	81	110	81	89	89	113	*	89	92	79	45	89
27	Chattanooga (Hamilton Co., Tenn.; Walker Co., Ga.)	79	83	88	135	134	87	81	75	91	75	94	83	75	96	50	50	77	90	145	142	88
28	Chicago (Cook, Du Page, Kane, Lake, and Will Cos., Ill.; Lake Co., Ind.)	2	2	2	36	43	2	2	3	3	2	2	2	3	3	2	2	2	2	6	9	2

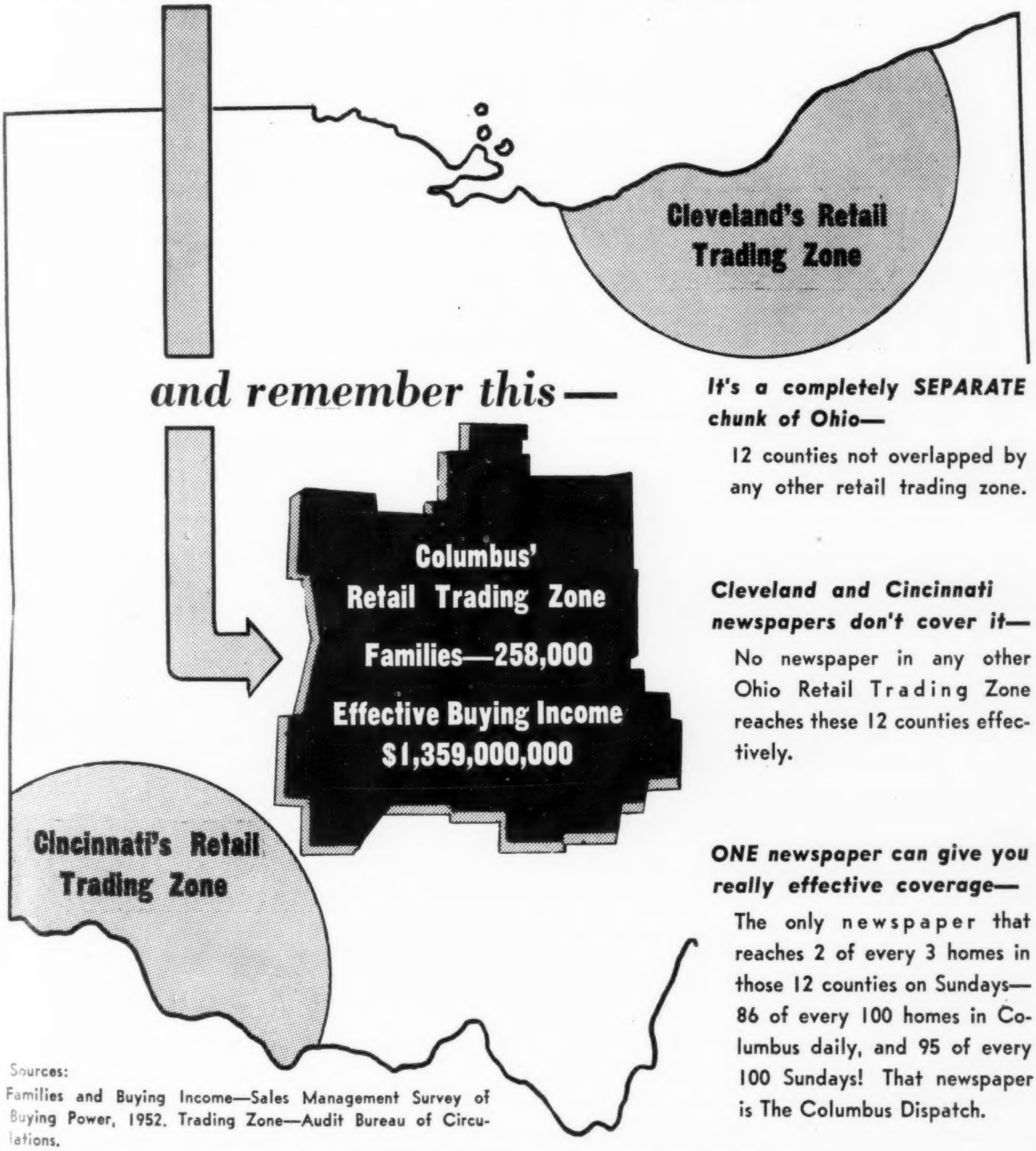
*Withheld to avoid disclosure.

Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
29	Cincinnati (Hamilton Co., Ohio: Campbell and Kenton Cos., Ky.)	15	15	18	91	119	15	22	18	20	19	16	18	19	18	18	19	22	14	22	50	16
30	Cleveland (Cuyahoga and Lake Cos., Ohio)	11	10	10	28	27	9	10	10	11	10	9	11	10	9	10	9	12	10	10	10	11
31	Columbia (Richland Co., S. C.)	120	132	121	125	50	133	127	117	100	121	142	102	107	151	47	71	120	125	146	107	125
32	Columbus (Chattahoochee and Muscogee Cos., Ga.; Russell Co., Ala.)	102	113	133	160	152	124	126	114	115	146	138	120	135	*	132	78	107	128	160	158	124
33	Columbus (Franklin Co., Ohio)	36	35	37	105	109	43	29	39	38	34	33	41	35	36	32	41	31	31	30	25	33
34	Corpus Christi (Nueces Co., Texas)	104	107	104	98	54	105	108	100	88	95	104	118	122	102	97	98	41	96	56	20	101
35	Dallas (Dallas Co. ,Texas)	24	23	21	5	15	26	18	19	19	21	23	24	23	13	65	14	15	22	33	57	21
36	Davenport-Rock Island-Moline (Rock Island Co., Ill.; Scott Co., Iowa)	82	82	74	49	67	82	68	94	65	70	54	100	72	69	88	103	85	67	11	16	74
37	Dayton (Greene and Montgomery Cos., Ohio)	41	41	41	94	94	41	36	49	45	33	35	44	32	60	51	35	45	35	31	28	38
38	Decatur (Macon Co., Ill.)	146	143	142	53	83	139	118	145	135	156	120	155	124	148	94	138	111	142	67	93	145
39	Denver (Adams, Arapahoe, Denver, and Jefferson Cos., Colo.)	26	26	23	23	44	31	21	32	23	20	26	35	24	25	42	37	25	30	76	100	28

* Withheld to avoid disclosure.

One of Ohio's Greatest Markets In Families and Dollars to Spend



and remember this—

It's a completely SEPARATE chunk of Ohio—

12 counties not overlapped by any other retail trading zone.

Cleveland and Cincinnati newspapers don't cover it—

No newspaper in any other Ohio Retail Trading Zone reaches these 12 counties effectively.

ONE newspaper can give you really effective coverage—

The only newspaper that reaches 2 of every 3 homes in those 12 counties on Sundays—86 of every 100 homes in Columbus daily, and 95 of every 100 Sundays! That newspaper is The Columbus Dispatch.

Sources:
Families and Buying Income—Sales Management Survey of Buying Power, 1952. Trading Zone—Audit Bureau of Circulations.

DAILY
159,622
CIRCULATION

The Columbus Dispatch

Central Ohio's Greatest Advertising Medium

SUNDAY
225,595
CIRCULATION

National Representatives: O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco

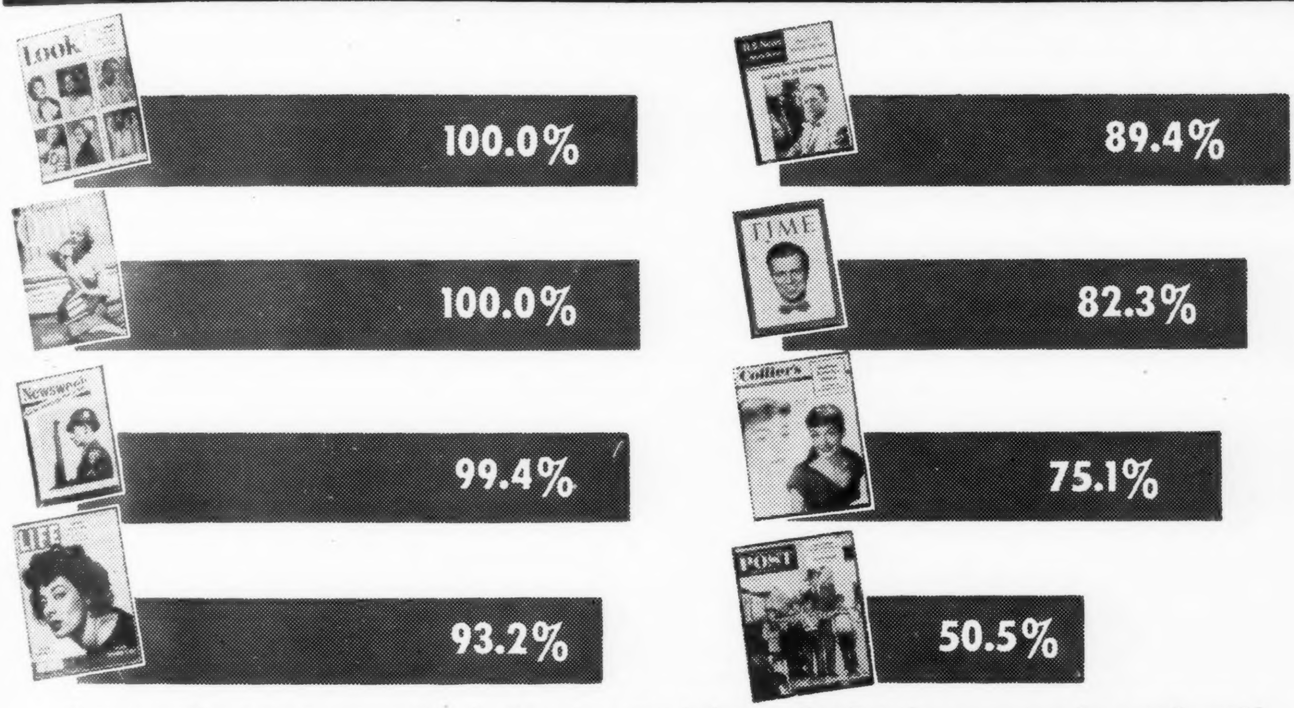
Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
40	Des Moines (Polk Co., Iowa)	86	79	73	25	60	88	60	78	58	69	82	78	76	78	81	80	72	70	14	37	75
41	Detroit (Macomb, Oakland and Wayne Cos., Mich.)	5	5	4	18	10	5	5	6	4	4	6	5	4	4	5	10	5	5	20	7	5
42	Duluth-Superior (St. Louis Co., Minn.; Douglas Co., Wis.)	78	76	81	115	132	72	80	97	76	89	73	70	77	95	62	77	91	91	150	154	88
43	Durham (Durham Co., N. C.)	145	151	152	136	111	159	136	140	152	149	159	151	153	123	135	*	140	145	91	48	150
44	El Paso (El Paso Co., Texas)	91	102	96	123	33	102	74	90	92	73	98	96	121	83	122	101	74	105	146	95	100
45	Erie (Erie Co., Pa.)	88	87	80	50	40	75	84	77	84	108	86	79	85	76	75	57	92	85	80	73	85
46	Evansville (Vanderburgh Co., Ind.)	111	104	106	81	106	112	105	103	113	93	97	75	113	124	128	129	119	99	38	52	104
47	Fall River-New Bedford (Bristol Co., Mass.)	49	49	58	148	153	47	93	55	87	55	58	47	65	65	67	58	61	56	149	152	55
48	Flint (Genessee Co., Mich.)	72	72	64	62	49	60	85	76	51	54	78	77	51	56	46	110	99	64	61	53	66
49	Fort Wayne (Allen Co., Ind.)	100	95	92	35	52	99	71	98	93	84	83	92	79	129	116	132	99	81	2	2	87
50	Fort Worth (Tarrant Co., Texas)	50	48	39	4	12	50	24	56	44	41	51	63	42	20	119	38	39	47	71	94	46
51	Fresno (Fresno Co., Cal.)	68	66	61	62	61	63	87	64	59	66	65	66	53	40	31	90	64	73	120	125	66
52	Gadsden (Etowah Co., Ala.)	151	155	161	161	161	158	159	160	156	161	161	159	161	*	*	*	151	160	161	162	160
53	Galveston (Galveston Co., Texas)	135	133	138	74	90	129	147	118	148	114	96	130	137	85	134	100	122	127	71	89	133
54	Grand Rapids (Kent Co., Mich.)	64	63	54	31	35	53	52	63	61	40	72	50	49	59	49	125	76	71	114	123	82
55	Green Bay (Brown Co., Wis.)	150	153	150	100	57	151	135	141	155	154	115	138	145	121	120	144	153	150	102	69	151
56	Greensboro-High Point (Guilford Co., N. C.)	97	99	93	78	23	107	46	83	101	101	124	87	91	125	84	146	82	101	116	83	97
57	Greenville (Greenville Co., S. C.)	106	110	110	127	104	114	102	100	102	115	150	126	106	82	53	94	110	123	153	150	115
58	Hamilton-Middletown (Butler Co., Ohio)	118	117	120	128	117	110	155	123	124	139	100	107	112	104	82	105	123	112	78	64	114
59	Harrisburg (Cumberland and Dauphin Cos., Pa.)	63	65	63	87	85	65	72	62	62	60	61	52	52	80	40	66	81	57	66	67	68
60	Hartford-New Britain (Hartford Co., Conn.)	32	33	27	18	13	24	30	30	27	28	30	27	27	30	19	24	*	25	5	3	25
61	Houston (Harris Co., Texas)	17	16	17	37	51	17	25	13	14	18	21	16	15	10	37	13	13	18	26	32	17
62	Huntington-Ashland (Cabell and Wayne Cos., W. Va.; Boyd Co., Ky.; Lawrence Co., Ohio)	80	84	102	159	160	100	94	104	97	98	105	82	109	128	58	64	114	97	157	157	95

*Withheld to avoid disclosure.

. . . How the "BIG 8" in Weekly Magazines Buy Advertising in Detroit

MAJOR WEEKLY MAGAZINE ADVERTISING IN THE DETROIT FREE PRESS Source: Media Records



If you would ask the top executives in the automotive industry what Detroit newspapers they read, you'd find that 82.2% read The Detroit Free Press. If you'd ask the 860 top executives of ALL Michigan corporations using national advertising, you'd learn that 66.5% read The Free Press.* Logically then, the short cut for any medium appealing to the multi-million dollar Detroit and Michigan advertising market is to talk to these men who control appropriations, through the Detroit Free Press.

As a medium for media The Free Press is clearly "front page" stuff in Detroit and Michigan. Most media now think so and say so with their advertising linage. Note how the "Big Eight" in magazines placed their advertising in 1951 in The Free Press . . . a clear majority in every case.

But it makes no difference whether you're selling media or merchandise, you reach the homes and the folks in Detroit and Michigan through The Detroit Free Press, who "talk back" to your linage in clear terms of MORE and BETTER RESULTS.

* R. L. Polk & Co. Survey—July, 1952

The Free Press Carries More Publication Advertising (Magazines, Newspapers and Books) Than Both Other Detroit Newspapers Combined

The Detroit Free Press

"AMERICA'S MOST INTERESTING NEWSPAPER"

STORY, BROOKS AND FINLEY—NATIONAL REPRESENTATIVES

Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
63	Indianapolis (Marion Co., Ind.)	29	27	24	14	21	29	26	24	22	17	29	26	22	53	30	54	24	21	4	5	24
64	Jackson (Jackson Co., Mich.)	138	144	137	43	37	126	141	151	131	116	129	146	108	120	68	142	150	129	54	44	135
65	Jackson (Hinds Co., Miss.)	121	124	130	139	121	143	95	128	104	132	135	112	127	136	124	...	101	138	154	146	120
66	Jacksonville (Duval Co., Fla.)	61	61	60	87	82	58	69	68	54	50	67	60	66	72	66	43	52	75	135	143	67
67	Johnstown (Cambria and Somerset Cos., Pa.)	66	74	84	150	144	73	57	86	95	129	89	114	87	107	73	72	93	84	152	135	81
68	Kalamazoo (Kalamazoo Co., Mich.)	131	129	119	59	59	118	145	119	121	96	136	128	97	103	77	134	135	118	47	43	120
69	Kansas City (Johnson and Wyandotte Cos., Kans.; Clay and Jackson Cos., Mo.)	18	16	15	10	39	18	14	17	15	12	18	17	18	16	35	33	16	19	46	91	18
70	Kenosha (Kenosha Co., Wis.)	159	159	159	95	108	152	162	161	160	159	127	158	160	116	102	*	159	159	104	113	160
71	Knoxville (Anderson, Blount and Knox Cos., Tenn.)	55	57	71	153	148	70	54	58	71	65	87	85	62	92	70	104	63	68	151	127	65
72	Lancaster (Lancaster Co., Pa.)	83	85	87	121	105	93	97	88	90	118	99	104	92	90	83	109	94	82	75	55	83
73	Lansing (Ingham Co., Mich.)	101	99	89	10	6	84	86	111	67	78	101	99	82	75	68	139	96	89	22	17	91
74	Laredo (Webb Co., Texas)	162	162	162	147	72	162	161	162	162	162	162	144	162	*	*	147	160	162	162	149	162
75	Lexington (Fayette Co., Ky.)	148	148	144	58	28	149	130	150	157	119	148	106	154	112	*	67	124	140	45	19	143
76	Lima (Allen Co., Ohio)	157	154	151	68	79	144	137	158	154	158	140	153	150	137	115	120	137	155	108	119	153
77	Lincoln (Lancaster Co., Neb.)	134	131	127	59	85	148	88	153	139	117	132	119	118	113	85	112	148	114	9	23	122
78	Little Rock-North Little Rock (Pulaski Co., Ark.)	96	93	98	110	115	111	70	109	82	82	111	124	88	98	123	55	87	98	115	124	98
79	Lorain-Elyria (Lorain Co., Ohio)	117	116	122	132	133	109	152	135	132	130	107	142	120	106	72	97	121	106	55	49	112
80	Los Angeles (Los Angeles and Orange Cos., Cal.)	3	3	3	48	114	3	3	2	2	3	3	3	2	2	3	3	3	3	18	77	3
81	Louisville (Jefferson Co., Ky.; Clark and Floyd Cos., Ind.)	26	29	34	111	112	33	37	36	26	25	27	25	33	49	28	31	38	32	81	83	31
82	Lubbock (Lubbock Co., Texas)	139	145	118	3	3	147	106	126	94	100	158	132	111	66	117	*	9 0	139	71	58	131
83	Macon (Bibb and Houston Cos., Ga.)	122	123	148	156	158	131	131	148	142	142	146	129	140	150	145	89	127	148	159	160	144
84	Madison (Dane Co., Wis.)	105	105	105	101	74	113	109	133	117	85	84	111	96	71	54	132	129	100	68	41	102
85	Manchester (Hillsborough Co., N. H.)	112	107	109	93	110	89	150	89	141	140	116	108	142	140	*	81	136	122	131	147	116
86	Memphis (Shelby Co., Tenn.)	39	39	35	52	32	45	23	46	25	35	53	34	50	48	55	21	28	45	130	126	41
87	Miami (Dade Co., Fla.)	33	28	25	9	26	34	41	20	29	15	17	21	26	19	23	26	30	38	110	139	32
88	Milwaukee (Milwaukee Co., Wis.)	16	17	16	34	24	16	17	16	17	22	15	15	20	31	29	34	23	16	16	12	15
89	Minneapolis-St. Paul (Anoka, Dakota, Hennepin and Ramsey Cos., Minn.)	13	13	13	39	53	14	9	14	13	14	14	13	12	14	13	17	14	13	35	47	13
90	Mobile (Mobile Co., Ala.)	81	85	103	158	159	94	99	107	103	68	102	91	94	130	107	59	86	93	143	131	94
91	Montgomery (Montgomery Co., Ala.)	123	125	136	137	135	132	123	131	122	144	122	117	134	138	146	70	96	143	155	156	137
92	Muncie (Delaware Co., Ind.)	154	150	158	142	151	157	157	154	158	155	156	159	156	*	*	140	133	152	92	111	154
93	Nashville (Davidson Co., Tenn.)	58	59	57	119	99	66	53	60	53	63	77	51	59	67	79	30	65	63	123	112	57
94	New Haven-Waterbury (New Haven Co., Conn.)	30	30	31	64	58	25	61	25	39	31	25	22	29	37	27	23	27	28	32	27	30

* Withheld to avoid disclosure.

YOU CAN'T COVER AMERICA'S FASTEST GROWING MARKET WITHOUT FLORIDA'S LARGEST EVENING NEWSPAPER

THE MIAMI DAILY NEWS

THE MIAMI MARKET*

Covered by The Herald	421,971
Not covered by The Herald	249,957
Covered by The News	233,831

*Based upon visitor population plus resident newspaper purchases as established in "How Much Do You Know About Miami?" Booklet.

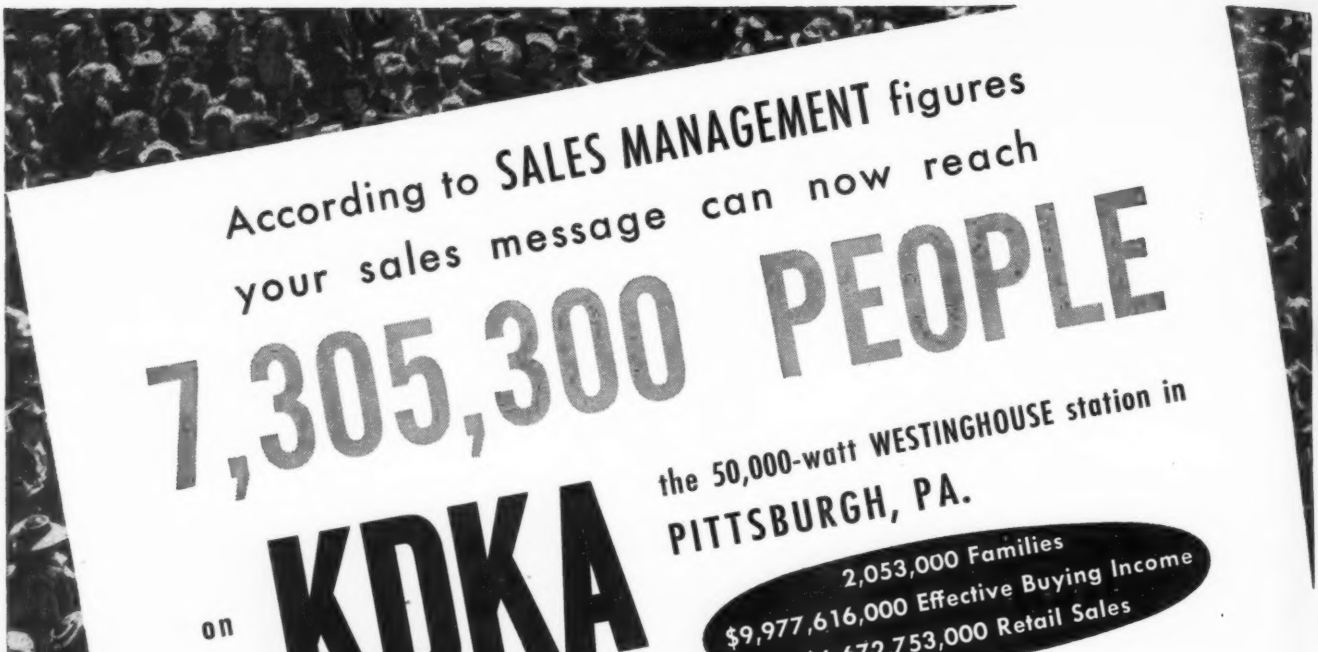
THE DAILY NEWS MARKET**

Food	$48,218,914
General Merchandise	21,826,236
Automotive	38,466,806
Drugs	12,074,088
Furniture & Furnishings	10,758,322
Appliances	3,947,298

**Sales Management 1951 . . . 1948 U. S. Census. "How Much Do You Know About Miami"? Booklet.

THE MIAMI DAILY NEWS

Represented Nationally by Sawyer-Ferguson-Walker Company

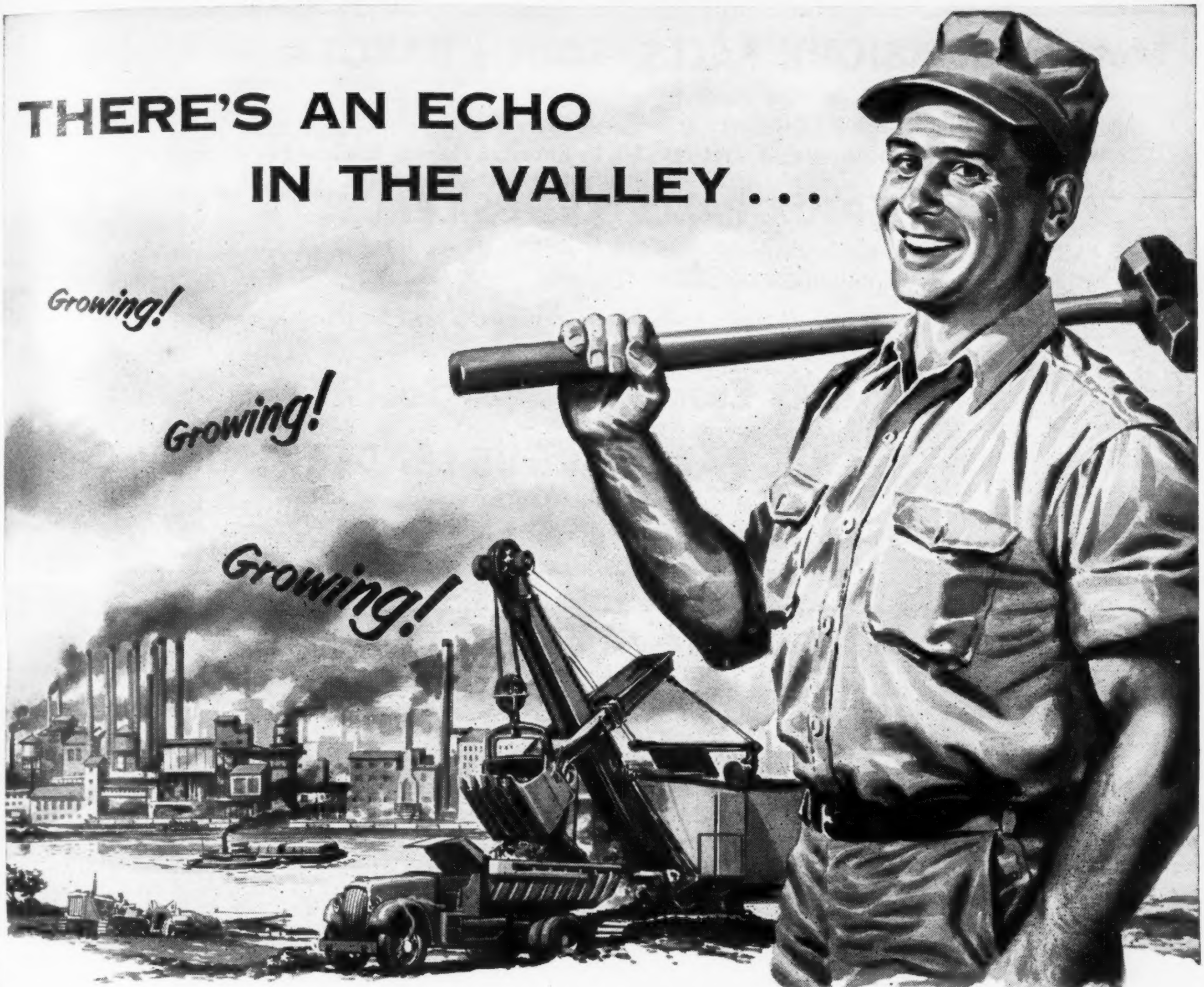


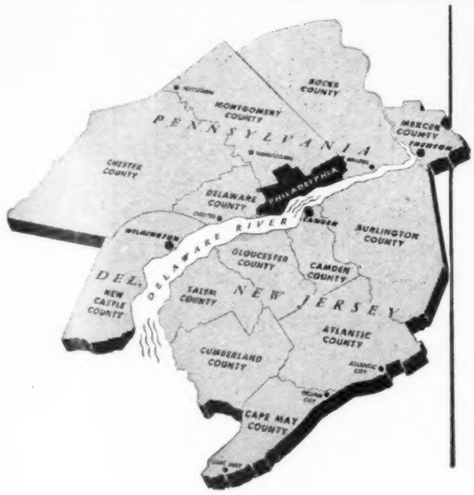
Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
95	New Orleans (Jefferson, Orleans, and St. Bernard Parishes, La.)	21	21	29	140	145	35	27	28	48	24	19	20	37	32	33	47	18	29	127	132	27
96	New York-N. E. New Jersey (Bronx, Kings, New York, Queens, Richmond, Nassau, Rockland, Suffolk and Westchester Cos., N. Y.; Bergen, Essex, Middlesex, Hudson, Morris, Passaic, Somerset, Union Cos., N.J.)	1	1	1	54	65	1	1	1	1	1	1	1	1	1	1	1	1	1	11	11	1
97	Norfolk-Portsmouth (Norfolk, South Norfolk and Portsmouth Cities, Norfolk and Princess Anne Cos., Va.)	42	44	51	149	149	49	78	48	56	47	50	38	60	94	20	25	47	48	140	133	48
98	Ogden (Weber Co., Utah)	158	158	156	102	91	155	160	149	161	153	154	149	151	*	*	126	142	158	103	97	157
99	Oklahoma City (Oklahoma Co., Okla.)	57	52	52	57	106	67	44	51	43	45	68	56	57	28	100	148	42	53	85	118	63
100	Omaha (Douglas and Sarpy Cos., Neb.; Pottawattamie Co., Iowa)	52	50	48	31	29	52	47	38	36	44	42	45	54	43	24	93	49	46	19	21	47
101	Orlando (Orange Co., Fla.)	133	128	134	83	116	128	121	130	123	111	121	137	138	133	112	92	130	144	135	155	140
102	Peoria (Peoria and Tazewell Cos., Ill.)	76	75	79	114	130	78	68	79	80	90	59	98	74	61	80	128	88	65	29	34	72
103	Philadelphia (Bucks, Chester, Delaware, Montgomery and Philadelphia Cos., Pa.; Burlington, Camden, and Gloucester Cos., N. J.)	4	4	5	115	101	4	4	4	5	5	4	4	5	5	4	4	7	4	143	22	4
104	Phoenix (Maricopa Co., Ariz.)	53	53	49	65	63	54	56	41	49	46	52	76	45	26	105	90	66	60	32	140	54
105	Pittsburgh (Allegheny, Beaver, Washington, Westmoreland Cos.,Pa.)	8	8	8	80	67	8	7	8	8	9	8	8	8	8	8	7	8	8	160	48	8
106	Pittsfield (Berkshire Co., Mass.)	128	127	117	46	47	108	139	134	129	143	117	131	141	139	101	106	144	136	133	141	127
107	Portland (Cumberland Co., Maine)	107	103	108	125	130	97	124	113	126	120	128	93	105	122	129	85	98	117	38	148	118
108	Portland (Clackamas, Multnomah and Washington Cos., Ore.; Clark Co., Wash.)	20	20	19	29	88	19	19	21	18	30	22	36	17	21	21	20	21	20	20	78	20
109	Providence (Bristol, Kent and Providence Cos., R. I.)	22	22	26	124	126	22	39	27	30	27	24	19	28	*	*	32	35	24	88	92	23

* Withheld to avoid disclosure.

THERE'S AN ECHO IN THE VALLEY . . .





DELAWARE VALLEY, U. S. A.

...the Greater Philadelphia Market!

The World's Greatest Industrial Area

stretches from Trenton to Wilmington . . . east and west through 14 rich, busy counties. It's the Delaware Valley, a producing giant that refuses to quit growing!

Where's all the growth? In industry . . . with new plants and expansion worth \$1½ billion under construction or planned. In housing . . . with new homes by the thousand erected last year to help house the Valley's huge working force. In retail sales . . . where goods worth \$4,762,100,000 moved across counters in 1951.

Upward and onward goes the Delaware Valley, powered by the dynamic force of a forward-looking newspaper—THE PHILADELPHIA INQUIRER. Acting on its creed of constructive service to the *whole* valley, THE INQUIRER steadily increases its influence. The result is improved performance for national and local advertisers . . . and more of them!

The Philadelphia Inquirer

Constructively Serving The World's Greatest Industrial Area

Now in its 19th Consecutive Year of Total Advertising Leadership in Philadelphia!

Exclusive Advertising Representatives: **ROBERT T. DEVLIN, JR.,** Empire State Bldg., N.Y.C., Longacre 5-5232; **EDWARD J. LYNCH,** 20 N. Wacker Drive, Chicago, Andover 3-6270; **GEORGE S. DIX,** Penobscot Bldg., Detroit, Woodward 5-7260. *West Coast Representatives:* **FITZPATRICK & CHAMBERLIN,** 155 Montgomery St., San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259

Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
110	Pueblo (Pueblo Co., Colo.)	153	156	157	133	120	154	138	152	150	160	144	161	155	*	*	131	145	156	122	110	156
111	Racine (Racine Co., Wis.)	137	141	135	38	36	121	158	132	138	138	112	140	138	109	59	137	146	133	74	75	136
112	Raleigh (Wake Co., N. C.)	124	134	123	113	19	134	112	116	114	122	139	121	126	147	*	*	131	121	86	13	121
113	Reading (Berks Co., Pa.)	74	77	75	92	92	77	90	65	78	104	75	74	86	73	108	87	106	74	77	79	76
114	Richmond (Richmond City, Chesterfield and Henrico Cos., Va.)	56	56	53	96	73	61	40	50	66	48	64	59	55	144	63	28	60	49	64	39	50
115	Roanoke (Roanoke City, Roanoke Co., Va.)	126	130	116	61	25	115	120	96	127	123	131	86	116	*	125	69	103	137	142	134	126
116	Rochester (Monroe Co., N. Y.)	40	38	36	73	84	36	33	35	34	38	37	32	44	47	41	63	44	34	34	40	37
117	Rockford (Winnebago Co., Ill.)	114	106	101	18	33	101	103	99	109	109	85	115	93	55	103	108	102	103	41	60	105
118	Sacramento (Sacramento Co., Cal.)	65	62	56	41	62	57	65	47	60	56	46	57	64	46	57	99	57	55	53	66	56
119	Saginaw (Saginaw Co., Mich.)	113	115	112	106	87	104	122	137	116	102	109	97	99	110	71	141	125	109	90	80	109
120	St. Joseph (Buchanan Co., Mo.)	152	147	153	115	137	153	156	155	153	110	147	141	159	149	111	135	158	151	101	122	152
121	St. Louis (St. Louis City, St. Charles and St. Louis Cos., Mo.; Madison and St. Clair Cos., Ill.)	9	9	11	108	118	10	13	9	10	11	10	10	9	11	9	15	11	9	61	74	9
122	Salt Lake City (Salt Lake Co., Utah)	71	70	62	66	55	71	45	53	69	57	71	71	63	70	121	62	56	62	65	62	63
123	San Angelo (Tom Green Co., Texas)	161	161	160	7	9	161	151	159	151	157	160	162	158	*	*	124	132	161	124	130	161
124	San Antonio (Bexar Co., Texas)	37	42	42	129	93	44	32	42	40	37	47	39	47	27	104	46	33	41	113	81	40
125	San Bernardino (San Bernardino Co., Cal.)	62	58	77	146	155	68	98	82	96	67	70	125	46	38	93	65	109	86	156	161	70
126	San Diego (San Diego Co., Cal.)	25	25	33	107	138	30	43	23	28	29	31	40	25	17	37	27	36	27	48	88	29
127	San Francisco-Oakland (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano Cos., Cal.)	7	7	7	51	103	7	8	5	6	8	5	7	6	7	7	8	6	7	7	35	7
128	San Jose (Santa Clara Co., Cal.)	60	60	59	85	98	59	77	57	64	59	62	53	56	42	34	95	55	66	106	114	61
129	Savannah (Chatham Co., Ga.)	115	111	125	143	146	119	128	121	133	126	118	113	110	135	142	102	78	120	118	117	119
130	Scranton (Lackawanna Co., Pa.)	77	80	90	141	140	74	92	80	120	113	74	62	114	118	130	74	104	83	105	98	84
131	Seattle (King Co., Wash.)	19	19	20	67	122	20	20	22	24	26	20	29	16	35	17	18	17	17	3	18	19
132	Shreveport (Caddo Parish, La.)	103	101	97	45	44	103	101	95	68	77	108	88	143	74	106	84	83	94	43	33	96
133	Sioux City (Woodbury Co., Iowa)	144	142	128	8	17	137	100	157	134	125	119	133	149	79	74	127	113	131	36	54	134
134	Sioux Falls (Minnehaha Co., S. D.)	160	160	155	6	8	160	142	156	137	151	155	154	157	*	*	130	152	154	15	14	158
135	South Bend (St. Joseph Co., Ind.)	90	88	78	16	16	85	73	74	74	79	78	72	73	57	98	116	95	80	13	8	80
136	Spokane (Spokane Co., Wash.)	87	81	83	89	129	96	63	102	73	74	88	101	80	101	95	86	71	78	39	70	81
137	Springfield (Sangamon Co., Ill.)	129	119	113	27	64	122	115	122	107	107	92	123	104	97	114	136	128	115	49	90	117
138	Springfield-Holyoke (Hampden and Hampshire Cos., Mass.)	43	43	45	109	89	38	58	43	50	42	44	43	48	52	*	39	58	43	89	72	44
139	Springfield (Green Co., Mo.)	140	135	149	115	143	156	140	142	130	134	153	136	146	117	133	122	141	147	108	145	149
140	Springfield (Clark Co., Ohio)	136	137	145	112	123	130	144	144	140	141	127	152	133	111	140	115	134	130	70	85	139
141	Stockton (San Joaquin Co., Cal.)	89	88	91	97	96	91	114	81	89	112	66	90	84	81	78	117	68	88	84	87	90
142	Syracuse (Onondaga Co., N. Y.)	54	55	50	56	46	46	49	66	57	58	40	46	61	58	64	82	50	52	97	95	51

* Withheld to avoid disclosure.

THE ROANOKE NEWSPAPER MARKET DEVELOPMENT PLAN

Look into "Look Who's Behind You!" This new 16 page book will give you complete details on the new **Roanoke Market Development Plan.**

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Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
143	Tacoma (Pierce Co., Wash.)	67	68	86	151	156	81	91	93	79	87	81	109	81	108	87	68	62	58	57	51	69
144	Tampa-St. Petersburg (Hillsborough and Pinellas Cos., Fla.)	45	40	46	71	128	48	35	44	47	36	43	54	39	29	45	48	48	50	141	159	48
145	Terre Haute (Vigo Co., Ind.)	142	136	143	74	125	136	107	147	136	137	125	156	146	146	139	145	126	146	100	136	147
146	Toledo (Lucas Co., Ohio)	47	47	43	22	22	42	38	45	33	43	36	49	38	51	56	45	34	39	8	14	42
147	Topeka (Shawnee Co., Kans.)	141	138	146	79	123	140	133	138	144	145	145	148	129	114	127	...	157	124	24	59	138
148	Trenton (Mercer Co., N. J.)	84	90	72	26	4	69	82	87	85	97	55	55	90	88	109	79	79	79	50	6	68
149	Tulsa (Tulsa Co., Okla.)	75	71	69	46	96	80	62	69	52	62	79	65	71	44	89	*	69	72	63	99	73
150	Utica-Rome (Herkimer and Oneida Cos., N. Y.)	70	69	65	76	71	55	89	72	81	91	60	68	67	93	61	96	75	77	125	121	71
151	Waco (McLennan Co., Texas)	130	125	124	82	95	127	113	127	110	133	122	143	119	86	144	149	115	132	128	138	128
152	Washington (District of Columbia; Alexandria and Falls Church Cities, Arlington and Fairfax Cos., Va.; Montgomery and Prince Georges Cos., Md.)	10	11	9	24	11	11	12	11	9	7	11	9	11	12	12	5	9	11	17	4	10

* Withheld to avoid disclosure.

Rankings of the 162 Standard Metropolitan County Areas (Continued)

Area	CITY AND COUNTY	Population	Families	Total Retail Sales	Retail Sales Per Capita	Retail Sales Per Family	Food	General Merchandise	Furniture House-Radio	Automotive	Drug	Eating and Drinking Places	Apparel	Gasoline Service Stations	Lumber and Building Materials	Hardware	Liquor	Jewelry	Total Effective Buying Income	Effective Buying Income Per Capita	Effective Buying Income Per Family	Buying Power Quota
153	Waterloo (Black Hawk Co., Iowa)	146	146	140	41	56	146	132	125	146	150	132	145	139	119	141	118	156	135	36	42	142
154	Wheeling-Steubenville (Brooke, Hancock, Marshall and Ohio Cos., W. Va.; Belmont and Jefferson Cos., Ohio)	51	54	70	154	156	56	78	67	86	80	63	61	70	62	48	51	59	59	129	129	58
155	Wichita (Sedgwick Co., Kans.)	85	78	68	12	14	83	67	70	55	61	80	69	68	50	99	...	53	76	40	82	77
156	Wichita Falls (Wichita Co., Texas)	149	152	139	29	7	145	146	139	112	131	149	147	128	115	143	60	116	149	98	67	148
157	Wilkes-Barre-Hazleton (Luzerne Co., Pa.)	48	51	55	145	141	51	59	54	75	86	56	58	83	77	60	56	67	51	121	108	52
158	Wilmington (New Castle Co., Del.)	73	73	66	54	38	64	116	52	63	72	69	48	58	68	52	44	70	61	52	31	64
159	Winston-Salem (Forsythe Co., N.C.)	119	121	141	157	154	138	119	129	145	136	151	95	152	131	138	*	137	116	96	76	123
160	Worcester (Worcester Co., Mass.)	31	34	32	69	47	23	48	34	42	39	34	31	34	41	24	36	46	37	112	102	38
161	York (York Co., Pa.)	92	91	100	134	139	95	110	84	106	147	114	103	102	126	136	123	117	87	58	63	92
162	Youngstown (Mahoning and Trumbull Cos., Ohio; Mercer Co., Pa.)	34	36	38	122	102	32	42	40	35	53	39	37	31	33	14	40	29	33	59	38	35

*Withheld to avoid disclosure.

As of 10/8/52, the Government transferred Dubuque (Area 169) and Hampton-Newport News-Warwick (Area 179) to the "Standard" list of areas too late for re-figuring the above table. See foreword.

COMING SOON: "New in the Distribution Scheme: The Ethical Drug Jobber" .... in Sales Management December 1, These houses, now conspicuous on the West Coast, meet the need for a faster, more efficient service than the standard drug jobber can render.

Ten-Year Trends in Pop ulation and Housing

Tremendous divergences in population change related to age, income, rents, property values and living standards in 57 large metropolitan areas.

The next two tables are a sampling of data taken from the 1950 Census of Population and Housing for the 57 largest metropolitan areas having a population of more than 250,000 in 1940. (Editor's note: Since Washington prepared the list on the basis of the 1940 Census, it is not precisely the same as a list of the 57 largest areas as of the 1950 Census.) Complete Census data will not be released for all metropolitan areas until the end of 1952; data shown here, however, illustrate some of the analytical uses to which the new Census data can be put.

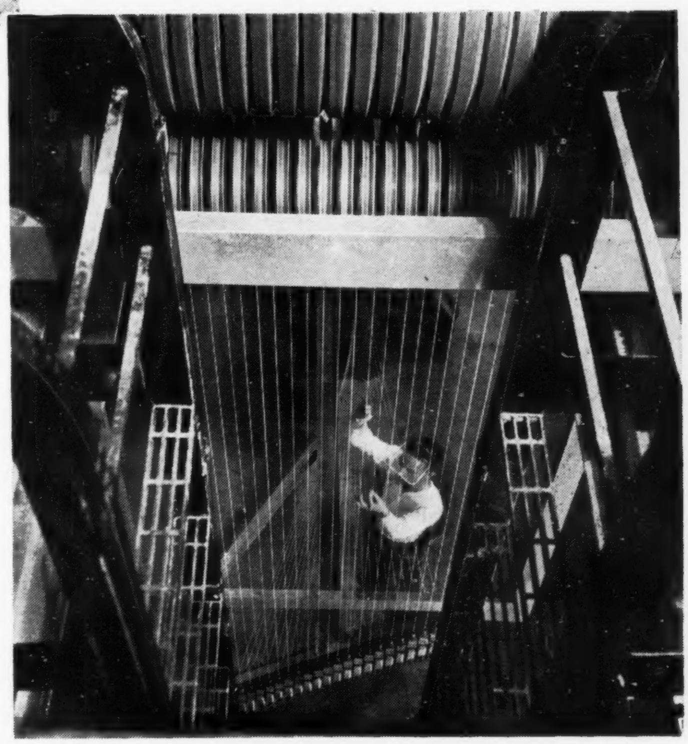
The rankings in these two tables vary from those in the table, "Rankings of 162 Areas in 21 Categories," because the areas are based on the Government's 1940 population Census, and also because insufficient data were available for accurate re-grouping of the New England township areas into county-boundary areas. Thus on the Government's township basis, Hartford, for example, has 368,900 people, and a rank of 46, but in the "Rankings of 162 Areas in 21 Categories," using what SM considers the only *practical* area boundary basis, the county line, the combined Hartford-New Britain area has 556,000 people and a ranking of 32. For a detailed description of the differences between the Government and the SM groupings, see page 118, *Survey of Buying Power,* May 10, 1952.

The data here have been ranked, permitting comparisons of areas with respect to several marketing characteristics. Rankings of population and number of families or households (as of Jan. 1, 1952) are seen of course to be highly correlated. Any marked differences between the population and household rankings would also be indicated by variations in the ratio of persons per household. Here the number one spot falls to Johnstown and San Antonio with the highest ratio of persons per household (3.76). Los Angeles has the lowest ratio of persons per household (3.01), as was the case in 1940.

In general, all Pacific Coast metropolitan areas tend to have the lowest ratios of persons per household, reflecting the fact that most of their growth is traceable to a high rate of in-migration rather than to natural increase caused by high birth rates. This is borne out by the fact that most areas with low ratios of persons per household have high rates of population increase, 1940-1952; which is to say, there is a high inverse correlation between the persons per household ranking and the population gain ranking. There is a correspondingly good correlation between the population gain ranking and the ranking of the percent gain since 1940 in the number of children under 10 years of age. This in turn is correspondingly highly correlated with the gain since 1940 in persons in the labor force.

Incidentally, research-minded readers can spend some profitable hours by pairing off these factors in order to prepare "scatter diagrams." In these charts the two factors serve as scales and each area can then be plotted according to its position along both scales. When correlation exists, the scatter of points tends to concentrate along a straight line which can be taken to indicate the degree of relationship between the two factors. Special attention can then be focused on those areas which lie far

Jim Ruby and Western Electric Build a Bigger, Richer Baltimore



Big, bustling Baltimore is a booming industrial center of many different industries. The huge Point Breeze plant of the Western Electric Company is located here. Western Electric is the manufacturing and supply unit of the Bell System. It is the world's largest producer of telephone toll cable and all of the covered wire and cords used in the vast Bell System. This great communications manufacturing plant helps make Baltimore bigger . . . more prosperous.

Jim Ruby is a stranding machine operator at the Western Electric plant. He is helping to make Baltimore richer and bigger. Jim is one of 3,700 Point Breeze employees. He's a part of a $17,000,000 payroll, (that's more than quadruple the 1940 payroll of $4,000,000 to 2,000 workers), and Western Electric's big operation contributes only a portion to bigger, richer Baltimore's new spending power.

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from the straight line, for in such areas special factors are operating to produce deviations from "normal" behavior.

Many other interesting relationships can be discerned among the factors presented here. For instance, there is a tendency for the median age to be inversely related to the percentage of males over 14 years of age to be found in the labor force. Thus, the highest median age ranking goes to Tampa-St. Petersburg (36.3) which in turn has the lowest labor force percentage (70%). Obviously, with a high proportion of retires in the Tampa-St. Petersburg population, the median age is boosted and the contribution to the labor force is lowered.

Again there may be a tendency for the labor force percentage to be positively correlated with median income. Thus, Tampa-St. Petersburg, with the lowest proportion of its male population involved in the labor force has the lowest median income. However, it must be pointed out in qualification that the income of retirees may not be adequately reflected in the census canvass of median incomes. Furthermore, few retired couples have young children to support. They can spend their incomes for their own enjoyment. The labor force ranking is an indication of variations in the degree of full employment, but this is not by any means the sole factor in the determination of high income. Other factors to look for particularly are the proportion of families credited by the Census with over $5,000 in income. These families are the ones that produce most of the variations in average income from area to area.

The housing characteristics are of particular interest because of the tremendous changes taking place in residential construction in the last decade. For instance, in 1950 most metropolitan areas had more home owners than renters; the reverse had been true in 1940. The Greater New York Metropolitan Area had the smallest percentage of owner-occupied dwelling units (31%) while Youngstown had the highest proportion (70%). Miami had the largest gain in the number of dwelling units (110%) in the decade 1940-1950. Scranton had no gain at all. Miami also had the largest gain in owner-occupied homes (161%) while Scranton again had the smallest such gain (15%). With respect to the median number of rooms in 1950 the highest rank goes to Philadelphia with a 5.8 median number of rooms, while the lowest rank goes to Memphis with 3.8. For the percentage of homes with private toilet, bath and hot water, the highest ranking goes to Los Angeles (91%), while the lowest ranking goes to Nashville (52%). The area with the highest median monthly non-farm rent in 1950 is Miami ($65), while the lowest rank goes to Birmingham ($22). For median value of non-farm owner units the highest rank goes to Washington ($14,000); the lowest is Johnstown ($5,200).

We add one word of caution on the interpretation of these figures. They were based on sample data taken from the Census and therefore results are subject to a very slight sampling variability. This variability will be greater for small areas. However, the difference between these results and the figures which will finally appear in the published Census volume are not considered to be large enough to affect any analytical results.

Although WSM's Grand Ole Opry star-studded Friday Night Frolic is sold out solid, the 112 Central South newspapers, indicated on the map, were scheduled to carry the above copy the week of October 5th.

Promotion like this helps to explain why there are radio stations everywhere but only one WSM.

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WSM Nashville 650

Clear Channel • 50,000 Watts

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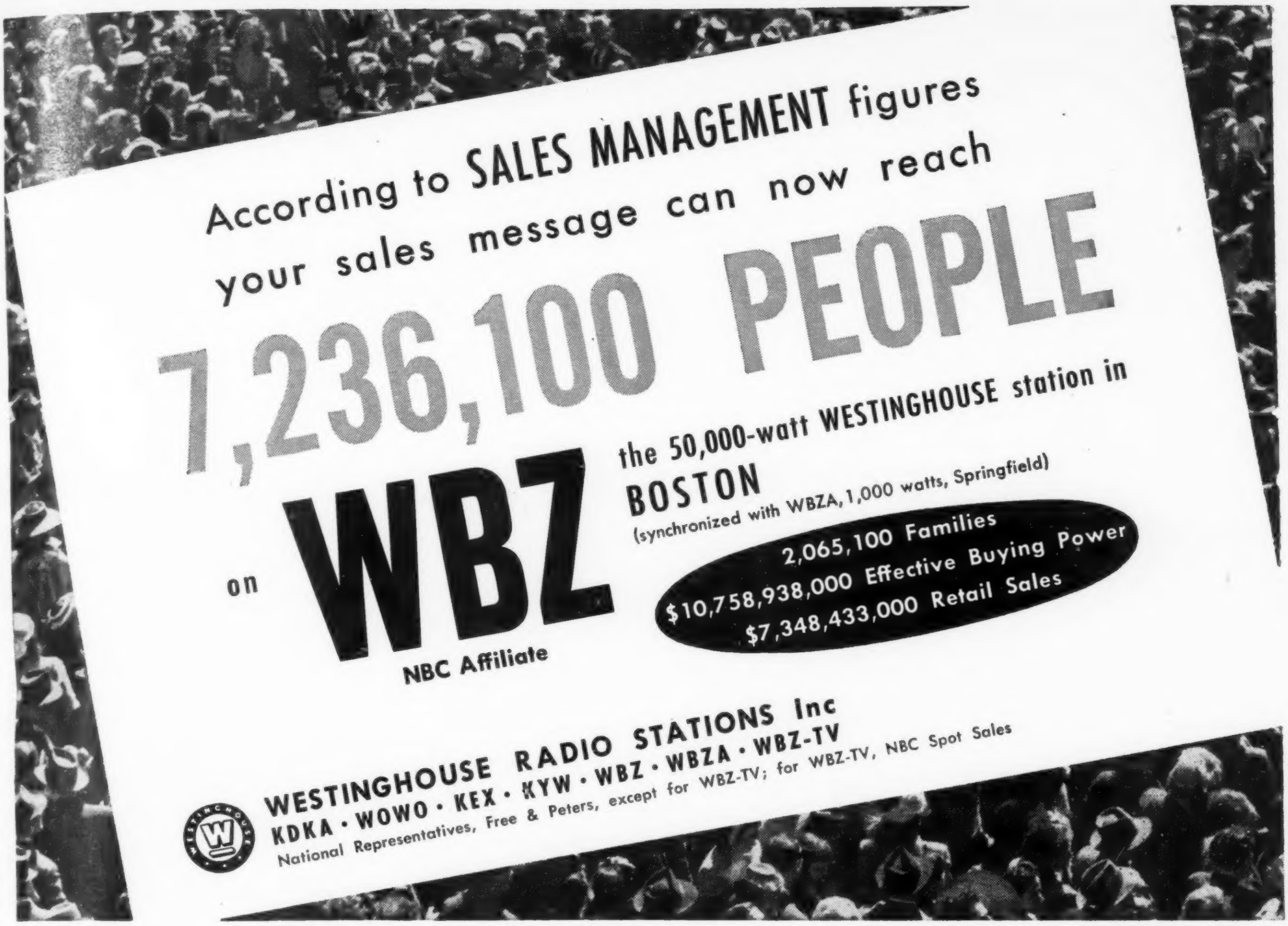
Population Characteristics, 57 Major Metropolitan County Areas

CITY AND COUNTY	TOTAL, HOUSEHOLDS, CHILDREN, LABOR FORCE												AGE				INCOME, MEDIAN				
	Total		Households		Persons per Household		Per Cent Change Since 1940						Median		Males over 14 in Labor Force		Average		% of Families with:		
	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Total 1940-52	Rank	Children Under 10 1940-50	Rank	In Labor Force 1940-50	Rank	Average	Rank	%	Rank	1950	Rank	Less than $2000	$2000 to $4999	$5000 and over
Akron (Summit Co., Ohio)	423.4	41	124.9	41	3.39	34	25	24	69	18	20	22	30.6	42	82	13	3,527	18	15	62	23
Albany-Schenectady-Troy (Albany, Rensselaer and Schenectady Cos., N. Y.)	527.0	32	160.0	31	3.29	44	13	45	55	30	4	52	33.5	7	77	48	3,577	17	17	57	25
Allentown-Bethlehem-Easton (Lehigh and Northampton Cos., Pa.; Warren Co., N. J.)	445.5	39	127.0	40	3.51	22	12	47	34	51	15	33	32.5	25	82	13	3,364	33	15	62	22
Atlanta (Cobb, DeKalb and Fulton Cos., Ga.)	692.7	23	196.0	24	3.53	19	34	17	65	23	19	24	29.4	49	80	23	2,959	48	32	45	23



Population Characteristics, 57 Major Metropolitan County Areas (Continued)

	TOTAL, HOUSEHOLDS, CHILDREN, LABOR FORCE												AGE				INCOME, MEDIAN				
	Total		Households		Persons per Household		Per Cent Change Since 1940						Median		Males over 14 in Labor Force		Average		% of Families with:		
CITY AND COUNTY	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Total 1940-52	Rank	Children Under 10 1940-50	Rank	In Labor Force 1940-50	Rank	Average	Rank	%	Rank	1950	Rank	Less than $2000	$2000 to $4999	$5000 and over
Baltimore (Baltimore City, Anne Arundel and Baltimore Cos., Md.)	1,365.5	12	384.1	12	3.56	14	26	23	60	26	16	32	31.2	35	78	39	3,25	38	24	54	22
Birmingham (Jefferson Co., Ala.)	572.1	28	160.4	30	3.57	10	24	26	50	33	18	26	28.7	53	81	17	2,839	51	30	54	17
Boston (Essex, Middlesex, Norfolk and Suffolk Cos., Mass.)	2,416.7	6	669.1	7	3.61	6	11	49	36	49	8	45	32.8	18	78	39	3,514	19	16	59	26
Buffalo (Erie and Niagara Cos., N. Y.)	1,119.6	14	318.3	14	3.52	20	17	38	45	40	13	37	32.3	26	82	13	3,486	21	18	58	23
Charleston (Fayette and Kanawha Cos., W. Va.)	329.1	51	88.1	51	3.74	3	19	31	31	52	18	26	26.3	57	79	34	3,155	44	23	58	18
Chicago (Cook, Du Page, Kane, Lake and Will Cos., Ill.; Lake Co., Ind.)	5,630.7	2	1,676.9	2	3.36	38	17	38	47	38	13	37	33.2	11	83	5	4.051	3	14	52	34
Cincinnati (Hamilton Co., Ohio; Campbell and Kenton Cos., Ky.)	927.2	15	288.0	15	3.22	49	18	34	45	40	15	33	32.7	20	80	23	3,389	31	21	57	22
Cleveland (Cuyahoga and Lake Cos., Ohio)	1,501.1	11	444.7	10	3.38	35	18	34	68	20	13	37	32.9	16	84	2	3,996	4	15	50	35
Columbus (Franklin Co., Ohio)	525.6	33	153.6	32	3.42	31	35	16	69	18	31	14	32.0	29	76	52	3,694	14	14	58	28
Dallas (Dallas Co., Texas)	648.0	24	200.3	23	3.24	46	63	4	108	9	50	4	30.4	43	83	5	3,292	36	25	50	25
Dayton (Greene and Montgomery Cos., Ohio)	478.4	37	139.4	37	3.43	29	44	14	97	12	41	9	29.2	50	83	5	3,772	11	15	58	27
Denver (Adams, Arapahoe, Denver and Jefferson Cos., Colo.)	590.2	26	182.6	26	3.23	47	45	13	97	12	37	12	31.0	36	80	23	3,426	28	20	55	24
Detroit (Macomb, Oakland and Wayne Cos., Mich.)	3,123:4	5	874.2	5	3.57	10	31	19	64	25	22	20	30.3	44	84	2	4,090	2	13	52	35

Population Characteristics, 57 Major Metropolitan County Areas (Continued)

CITY AND COUNTY	TOTAL, HOUSEHOLDS, CHILDREN, LABOR FORCE												AGE				INCOME, MEDIAN				
	Total		Households		Persons per Household		Per Cent Change Since 1940						Median		Males over 14 in Labor Force		Average		% of Families with:		
	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Total 1940-52	Rank	Children Under 10 1940-50	Rank	In Labor Force 1940-50	Rank	Average	Rank	%	Rank	1950	Rank	Less than $2000	$2000 to $4999	$5000 and over
Duluth-Superior (St. Louis Co., Minn.; Douglas Co., Wis.)	255.2	57	77.5	55	3.29	44	0	53	36	49	−2	53	33.2	11	80	23	3,232	40	20	63	18
Harrisburg (Cumberland and Dauphin Cos., Pa.)	300.2	52	87.5	52	3.43	29	19	31	60	26	20	22	30.2	45	83	5	3,298	35	20	59	21
Hartford-New Britain (Hartford Co., Conn.)	368.9	46	106.2	46	3.47	26	25	24	65	23	23	18	33.1	13	82	13	3,818	7	14	54	31
Houston (Harris Co., Texas)	849.4	17	256.3	18	3.31	43	61	6	101	11	43	8	29.2	50	81	17	3,447	25	23	54	23
Indianapolis (Marion Co., Ind.)	567.6	29	175.5	27	3.23	47	23	27	59	28	23	18	31.8	31	83	5	3,629	15	18	53	29
Johnstown (Cambria and Somerset Cos., Pa.)	294.0	53	78.1	54	3.76	1	−1	54	10	55	−4	55	28.1	54	75	54	2,764	54	27	60	13
Kansas City (Johnson and Wyandotte Cos., Kans.; Clay and Jackson Cos., Mo.)	837.3	18	268.5	16	3.12	52	22	28	59	28	15	33	33.0	14	81	17	3,315	34	21	52	28
Los Angeles (Los Angeles and Orange Cos., Cal.)	4,617.5	3	1,536.2	3	3.01	57	58	9	120	6	49	5	33.6	8	80	23	3,579	16	21	53	26
Louisville (Jefferson Co., Ky.; Clark and Floyd Cos., Ind.)	590.2	26	171.8	29	3.44	28	31	19	86	15	19	24	30.0	46	81	17	3,222	41	23	57	20
Memphis (Shelby Co., Tenn.)	502.6	35	141.7	35	3.55	15	40	15	90	14	28	16	28.9	52	83	5	2,777	53	33	50	17
Miami (Dade Co., Fla.)	544.1	30	172.2	28	3.16	50	103	2	125	5	75	2	35.4	2	76	52	3,063	47	29	50	21
Milwaukee (Milwaukee Co., Wis.)	887.5	16	259.4	17	3.42	31	16	40	37	48	21	21	32.7	20	84	2	3,900	5	11	60	29
Minneapolis-St. Paul (Anoka, Dakota, Hennepin and Ramsey Cos., Minn.)	1,145.6	13	343.0	13	3.34	39	22	28	68	20	18	26	31.9	30	80	23	3,748	12	15	58	27
Nashville (Davidson Co., Tenn.)	332.3	50	93.2	50	3.57	10	29	21	54	32	24	17	29.6	48	78	39	2,875	49	31	51	18
New Orleans (Jefferson, Orleans and St. Bernard Parishes, La.)	710.4	22	207.5	22	3.42	31	29	21	70	17	12	40	30.8	39	77	48	2,756	55	33	49	17

Population Characteristics, 57 Major Metropolitan County Areas (Continued)

CITY AND COUNTY	TOTAL, HOUSEHOLDS, CHILDREN, LABOR FORCE												AGE				INCOME, MEDIAN				
	Total		Households		Persons per Household		Per Cent Change Since 1940						Median		Males over 14 in Labor Force		Average		% of Families with:		
	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Est. 1/1/52 (000)	Rank	SM Total 1940-52	Rank	Children Under 10 1940-50	Rank	In Labor Force 1940-50	Rank	Average	Rank	%	Rank	1950	Rank	Less than $2000	$2000 to $4999	$5000 and over
New York-N. E. New Jersey: a. (Bronx, Kings, New York, Queens, Richmond, Nassau, Rockland, Suffolk, Westchester Cos., N. Y.) b. (Bergen, Essex, Middlesex, Hudson, Morris, Passaic, Somerset, Union Cos., N. J.)	13,199.6	1	3,920.5	1	3.37	37	13	45	46	39	8	45	33.5	7	81	17	3,734	13	18	52	30
Norfolk-Portsmouth (Norfolk, South Norfolk, and Portsmouth Cities, Norfolk and Princess Anne Cos., Va.)	468.0	38	129.9	39	3.60	7	81	3	131	4	74	3	27.6	55	86	1	3,083	45	27	55	18
Omaha (Douglas and Sarpy Cos., Neb.; Pottawattamie Co., Iowa)	371.5	45	109.9	44	3.38	35	14	42	44	46	12	40	30.8	39	79	34	3,508	20	18	59	24
Philadelphia (Bucks, Chester, Delaware, Montgomery, Philadelphia Cos., Pa.; Burlington, Camden, and Gloucester Cos., N. J.)	3,771.2	4	1,063.4	4	3.55	15	18	34	45	40	9	44	32.8	18	78	39	3,440	26	21	52	27
Pittsburgh (Allegheny, Beaver, Washington, Westmoreland Cos., Pa.)	2,251.5	8	635.7	8	3.54	17	8	52	24	53	6	51	32.1	28	79	34	3,380	32	18	58	24
Portland (Clackamas, Multnomah and Washington Cos., Ore.; Clark Co., Wash.)	739.4	21	243.4	20	3.04	56	47	12	114	7	39	11	33.8	5	80	23	3,465	22	21	56	24
Providence (Bristol, Kent and Providence Cos., R. I.)	759.8	20	219.2	21	3.47	26	12	47	38	47	7	48	32.2	27	79	34	3,194	42	22	59	20
Richmond (Richmond City, Chesterfield and Henrico Cos., Va.)	347.9	49	96.8	49	3.59	8	32	18	68	20	18	26	31.5	34	79	34	3,396	29	25	48	26
Rochester (Monroe Co., N. Y.)	498.8	36	149.2	34	3.34	39	14	42	55	30	10	43	33.9	3	80	23	3,788	9	15	55	29

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PROVIDENCE JOURNAL-BULLETIN

The Providence Journal | The Evening Bulletin | The Providence Sunday Journal

Represented Nationally by WARD-GRIFFITH Co., Inc.

Population Characteristics, 57 Major Metropolitan County Areas (Continued)

CITY AND COUNTY	TOTAL, HOUSEHOLDS, CHILDREN, LABOR FORCE: Total — SM Est. 1/1/52 (000)	Rank	Households — SM Est. 1/1/52 (000)	Rank	Persons per Household — SM Est. 1/1/52 (000)	Rank	Per Cent Change Since 1940: Total 1940-52 SM	Rank	Children Under 10 1940-50	Rank	In Labor Force 1940-50	Rank	AGE: Median — Average	Rank	Males over 14 in Labor Force — %	Rank	INCOME, MEDIAN: Average — 1950	Rank	% of Families with: Less than $2000	$2000 to $4999	$5000 and over
St. Louis (St. Louis City, St. Charles and St. Louis Cos., Mo.; Madison and St. Clair Cos., Ill.)	1,729.4	9	517.4	9	3.34	39	21	30	45	40	12	40	33.3	9	78	39	3,238	39	22	57	21
San Antonio (Bexar Co., Texas)	522.9	34	139.0	38	3.76	1	55	10	112	8	36	13	26.8	56	81	17	2,584	56	36	52	12
San Diego (San Diego Co., Cal.)	590.5	25	187.0	25	3.16	50	104	1	203	1	83	1	29.7	47	80	23	3,449	23	20	59	22
San Francisco-Oakland (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano Cos., Cal.)	2,366.6	7	758.1	6	3.12	52	62	5	165	2	44	7	32.9	16	80	23	3,817	8	15	57	28
Scranton (Lackawanna Co., Pa.)	256.0	56	72.7	57	3.52	20	−15	57	−5	57	−15	57	32.7	20	74	55	2,811	52	29	57	14
Seattle (King Co., Wash.)	768.4	19	251.0	19	3.06	55	52	11	136	3	40	10	33.0	14	78	39	3,775	10	17	54	29
Springfield - Holyoke (Hampden and Hampshire Cos., Mass.)	418.3	42	118.2	43	3.54	17	15	41	45	40	8	45	33.9	3	78	39	3,393	30	18	61	21
Syracuse (Onondaga Co., N. Y.)	352.4	48	101.3	48	3.48	25	19	31	50	33	18	26	31.8	31	77	48	3,434	27	19	57	24
Tampa-St. Petersburg (Hillsborough and and Pinellas Cos., Fla.)	434.7	40	141.1	36	3.08	54	60	7	78	16	31	14	36.3	1	70	57	2,395	57	40	47	13
Toledo (Lucas Co., Ohio)	405.0	43	121.5	42	3.33	42	18	34	50	33	18	26	32.6	23	83	5	3,837	6	14	56	30
Utica-Rome (Herkimer and Oneida Cos., N. Y.)	290.9	54	83.3	53	3.49	23	11	49	49	36	7	48	33.3	9	77	48	3,080	46	25	58	17
Washington (District of Columbia; Alexandria and Falls Church Cities, Arlington and Fairfax Cos., Va.; Montgomery and Prince Georges Cos., Md.)	1,537.0	10	430.0	11	3.57	10	59	8	104	10	46	6	30.7	41	80	23	4,130	1	15	47	38
Wheeling-Steubenville (Brooke, Hancock, Marshall and Ohio Cos., W. Va.; Belmont and Jefferson Cos., Ohio)	357.5	47	102.4	47	3.49	23	−2	55	13	54	−3	54	31.0	36	78	39	3,175	43	24	57	18
Wilkes-Barre-Hazleton (Luzerne Co., Pa.)	392.4	44	108.3	45	3.62	5	−11	56	−3	56	−14	56	31.6	33	73	56	2,841	50	27	58	14
Worcester (Worcester Co., Mass.)	281.7	55	77.5	55	3.63	4	11	49	49	36	7	48	32.6	23	78	39	3,271	37	19	63	18
Youngstown (Mahoning and Trumbull Cos., Ohio; Mercer Co., Pa.)	541.6	31	151.3	33	3.58	9	14	42	45	40	14	36	30.9	38	83	5	3,448	24	17	60	24
U. S. A. TOTALS	154,926.6	....	44,719.4	....	3.46	....	19	....	39	....	13	....	30.1	....	79	....	3,068	....	37	38	25

Household Characteristics, 57 Metropolitan Areas

CITY AND COUNTY	TOTAL DWELLINGS: Number 1950	Rank	% change 1940-50	Rank	OWNER—OCCUPIED: % 1950	Rank	% change 1940-50	Rank	SIZE: Median Number of Rooms, 1950	Rank	MODERNITY: % with Toilet, Bath, Hot Water, 1951	Rank	RENT: Median non-farm monthly 1950 $	Rank	VALUE: Median non-farm owner units, 1950 $	Rank
Akron (Summit Co., Ohio)	121.7	41	29	26	69	2	69	27	5.2	13	78	23	38	18	8,300	29
Albany-Schenectady-Troy (Albany, Rensselaer, and Schenectady Cos., N. Y.)	154.5	31	9	55	53	32	38	54	5.6	5	82	17	33	37	9,900	14
Allentown-Bethlehem-Easton (Lehigh and Northampton Cos., Pa.; Warren Co., N. J.)	129.7	39	21	32	63	10	67	30	5.7	2	72	31	31	42	7,700	35
Atlanta (Cobb, DeKalb and Fulton Cos., Ga.)	191.1	24	36	17	50	41	104	9	4.5	32	62	46	30	45	9,100	20
Baltimore (Baltimore City, Anne Arundel and Baltimore Cos., Md.)	371.9	12	24	28	55	28	58	39	5.2	13	79	20	40	13	7,800	33
Birmingham (Jefferson Co., Ala.)	161.4	30	31	22	50	41	92	13	4.1	50	52	56	22	57	6,400	52
Boston (Essex, Middlesex, Norfolk and Suffolk Cos., Mass.)	680.7	7	14	49	44	52	49	49	5.2	13	88	6	37	24	10,200	11
Buffalo (Erie and Niagara Cos., N. Y.)	317.0	14	20	34	57	21	76	19	5.6	5	85	13	34	33	9,800	15
Charleston (Fayette and Kanawha Cos., W. Va.)	88.6	52	33	19	47	47	76	19	4.4	37	57	52	26	50	6,900	47
Chicago (Cook, Du Page, Kane, Lake, and Will Cos., Ill.; Lake Co., Ind.)	1,620.4	2	17	42	42	54	60	33	4.5	32	76	25	43	7	11,400	6
Cincinnati (Hamilton Co., Ohio; Campbell and Kenton Cos., Ky.)	289.1	15	20	34	49	43	51	47	4.0	53	72	31	32	41	10,500	8
Cleveland (Cuyahoga and Lake Cos., Ohio)	430.5	10	18	39	55	28	67	30	5.1	18	90	2	39	15	13,200	3
Columbus (Franklin Co., Ohio)	148.7	35	36	17	53	32	71	26	5.1	18	78	23	37	24	8,900	24
Dallas (Dallas Co., Texas)	197.5	23	64	4	59	16	145	2	4.3	41	69	39	44	5	7,300	40
Dayton (Greene and Montgomery Cos., Ohio)	133.0	38	42	12	61	12	81	18	4.8	25	71	34	37	24	9,000	21
Denver (Adams, Arapahoe, Denver and Jefferson Cos., Colo.)	178.3	27	39	14	55	28	84	15	4.2	48	73	28	38	18	9,500	17

now stands 23rd among the nation's food markets!

From soup to coffee, there's hearty eating among the 157,000 families in the Worcester Market — where food purchases alone total $173,637,000 yearly! And Worcester's Food Market Ranking keeps right on climbing, too — now 23rd among the country's 162 Standard Metropolitan County Areas.

Capture your share of Worcester's high buying power ($5,134 per family) and growing food sales with advertising that tells and sells the entire Worcester Market — in the Telegram-Gazette. Daily circulation 153,234, Sundays 104,542.

Source: Sales Management 1952 Survey of Buying Power, and Sales Management November 10th Marketing Issue; further reproduction not licensed.

The WORCESTER **TELEGRAM -GAZETTE**

WORCESTER, MASSACHUSETTS

George F. Booth, *Publisher*

MOLONEY, REGAN & SCHMITT, Inc.

National Representatives

OWNERS OF RADIO STATION WTAG AND WTAG-FM

Household Characteristics, 57 Metropolitan Areas (Continued)

CITY AND COUNTY	TOTAL DWELLINGS				OWNER—OCCUPIED				SIZE		MODERNITY		RENT		VALUE	
	Number 1950	Rank	% change 1940-50	Rank	1950	Rank	% change 1940-50	Rank	Median Number of Rooms, 1950	Rank	% with Toilet, Bath, Hot Water, 1951	Rank	Median non-farm monthly 1950	Rank	Median non-farm owner units, 1950	Rank
Detroit (Macomb, Oakland and Wayne Cos., Mich.)	840.2	5	30	24	64	6	83	16	5.1	18	89	5	43	7	9,400	18
Duluth-Superior (St. Louis, Co., Minn.; Douglas Co., Wis.)	87.2	53	15	46	66	3	28	56	4.6	31	58	51	29	47	6,100	53
Harrisburg (Cumberland and Dauphin Cos., Pa.)	86.2	54	24	28	58	18	53	45	5.7	2	71	34	37	24	7,800	33
Hartford-New Britain (Hartford Co., Conn.)	103.8	47	31	22	40	55	60	33	4.8	25	87	9	38	18	13,400	2
Houston (Harris Co., Texas)	251.9	20	63	6	58	18	123	5	4.3	41	71	34	45	3	7,300	40
Indianapolis (Marion Co., Ind.)	168.4	29	23	30	58	18	75	21	4.7	29	71	34	39	15	8,400	28
Johnstown (Cambria and Somerset Cos., Pa.)	80.3	55	14	49	57	21	43	51	5.3	11	56	54	24	55	5,200	57
Kansas City (Johnson and Wyandotte Cos., Kans.; Clay and Jackson Cos., Mo.)	261.4	16	19	37	60	15	83	16	4.5	32	69	39	37	24	6,800	48
Los Angeles (Los Angeles and Orange Cos., Cal.)	1,532.3	3	52	9	56	24	115	6	4.4	37	91	1	45	3	10,100	12
Louisville (Jefferson Co., Ky.; Clark and Floyd Cos., Ind.)	173.4	28	33	19	52	37	68	28	4.1	50	67	42	34	33	7,300	40
Memphis (Shelby Co., Tenn.)	139.5	37	40	13	45	49	97	11	3.8	57	56	54	34	33	7,100	44

Sales Management rates SIX Steinman Markets 41% above 1951 national average!

In Quality of Market Index, Steinman cities are far above national average of 100.

WDEL-TV
WILMINGTON, DELAWARE

Rates sensational 54% above national level.

Delaware in 1952 tops all U. S. in average income (U. S. Department of Commerce, 1952)

WGAL-TV
LANCASTER, PENNSYLVANIA

Rates 34% superior to national level.

Effective buying income increases a startling 12%.

Per family income up 12%.

WKBO
HARRISBURG, PENNSYLVANIA

Rates an extraordinary 48% over rest of nation.

Retail sales advance 12%.

Rates 25th among all U. S. cities in per capita income.

WRAW
READING, PENNSYLVANIA

Rates 25% above national average.

Increases 11% in effective buying income.

WORK
YORK, PENNSYLVANIA

Rates 35% greater than national index.

Per family buying income up 12%.

WEST
EASTON, PENNSYLVANIA

Rates 48% superior to U. S. average.

Tops own previous index by 10%.

Effective per family buying income advances 15% over last year.

The amazingly high Quality of Market Index of these six Steinman Markets makes them an extraordinary sales opportunity for you. All these Steinman Stations sell profitably for hundreds of national and local advertisers. You are assured outstanding returns from every advertising dollar you spend on these stations. Write for full information and rates.

Clair R. McCollough, Gen. Mgr.

Represented by

ROBERT MEEKER ASSOCIATES Chicago • Los Angeles • San Francisco • New York

Household Characteristics, 57 Metropolitan Areas (Continued)

CITY AND COUNTY	TOTAL DWELLINGS				OWNER—OCCUPIED				SIZE		MODERNITY		RENT		VALUE	
	Number 1950	Rank	% change 1940-50	Rank	1950	Rank	% change 1940-50	Rank	Median Number of Rooms, 1950	Rank	% with Toilet, Bath, Hot Water, 1951	Rank	Median non-farm monthly 1950	Rank	Median non-farm owner units, 1950	Rank
Miami (Dade Co., Fla.)	190.3	25	110	1	52	37	161	1	4.1	50	85	13	65	1	9,000	21
Milwaukee (Milwaukee Co., Wis.)	257.0	17	19	37	49	43	60	33	4.9	22	82	17	44	5	11,900	5
Minneapolis-St. Paul (Anoka, Dakota, Hennepin and Ramsey Cos., Minn.)	358.8	13	30	24	59	16	57	40	4.5	32	71	34	39	15	9,200	19
Nashville (Davidson Co., Tenn.)	91.9	49	32	21	56	24	96	12	4.3	41	52	57	27	49	6,600	50
New Orleans (Jefferson, Orleans and St. Bernard Parishes, La.)	212.2	22	39	14	38	56	91	14	4.0	53	59	50	24	55	8,600	27
New York-N. E. New Jersey: a. (Bronx, Kings, New York, Queens, Richmond, Nassau, Rockland, Suffolk, Westchester Cos., N. Y.) b. (Bergen, Essex, Middlesex, Hudson, Morris, Passaic, Somerset, Union Cos., N. J.)	3,819.6	1	12	53	31	57	56	41	4.3	41	88	6	42	10	12,400	4
Norfolk-Portsmouth (Norfolk, South Norfolk, and Portsmouth Cities, Norfolk and Princess Anne Cos., Va.)	125.4	40	81	3	45	49	131	4	4.4	37	67	42	35	32	6,800	48
Omaha (Douglas and Sarpy Cos., Neb.; Pottawattamic Co,, Iowa)	106.4	45	13	51	64	6	55	42	4.8	25	76	25	43	7	7,100	44
Philadelphia (Bucks, Chester, Delaware, Montgomery, Philadelphia Cos., Pa.; Burlington, Camden, and Gloucester Cos., N.J.)	1,015.8	4	16	45	65	4	75	21	5.8	1	86	10	37	24	8,200	30
Pittsburgh (Allegheny, Beaver, Washington, Westmoreland Cos., Pa.)	620.5	8	15	46	57	21	62	32	4.8	25	69	39	34	33	8,100	31
Portland (Clackamas, Multnomah and Washington Cos., Ore.; Clark Co., Wash.)	254.6	19	46	11	64	6	68	28	4.5	32	83	16	38	18	7,500	38
Providence (Bristol, Kent and Providence Cos., R. I.)	222.6	21	18	39	45	49	47	50	4.9	22	61	48	26	50	10,500	8
Richmond (Richmond City, Chesterfield and Henrico Cos., Va.)	90.3	50	28	27	53	32	74	23	4.7	29	67	42	33	37	7,700	35
Rochester (Monroe Co., N. Y.)	149.2	33	17	42	61	12	54	43	5.4	10	88	8	41	12	10,400	10

IF YOU WANT TO KNOW **HOW**

EFFECTIVELY

THE COMMERCIAL APPEAL

AND

MEMPHIS PRESS-SCIMITAR

COVER *Memphis* AND THE

62 cities of 2,500 (or more)

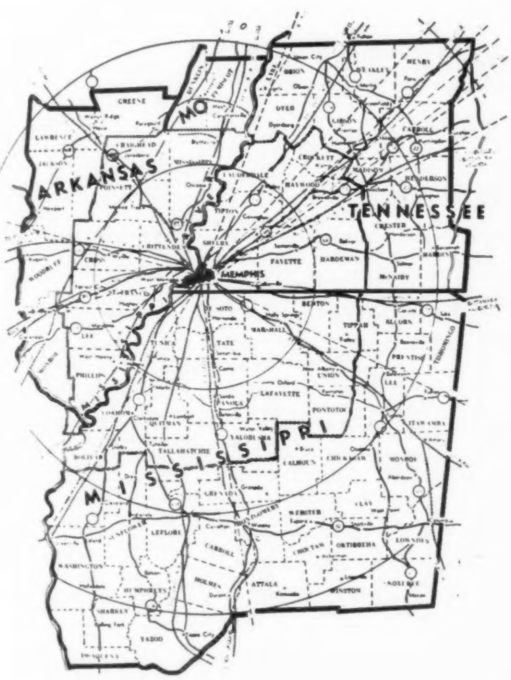
POPULATION WHERE

BUYING POWER IS CONCENTRATED

IN THE

$2 billion, 76 county

MEMPHIS MARKET



. . . write, wire or phone today for new MAP FOLDER showing special population data and family coverage percentages for Memphis and each of the 62 other Memphis Market cities of 2,500 or more population where buying power is concentrated in the South's largest market area. Get your copy by contacting W. O. Sturdivant, Manager, General Advertising Department, Memphis Publishing Company, 495 Union Avenue (Telephone 8-8811 or 8-2141) Memphis, Tennessee.

85% OF OUR GENERAL ADVERTISERS ARE TODAY USING BOTH MEMPHIS NEWSPAPERS TO COVER THIS GREAT MARKET POTENTIAL

SCRIPPS-HOWARD NEWSPAPERS

Household Characteristics, 57 Metropolitan Areas (Continued)

CITY AND COUNTY	TOTAL DWELLINGS				OWNER—OCCUPIED				SIZE		MODERNITY		RENT		VALUE	
	Number 1950	Rank	% change 1940-50	Rank	1950	Rank	% change 1940-50	Rank	Median Number of Rooms, 1950	Rank	% with Toilet, Bath, Hot Water, 1951	Rank	Median non-farm monthly 1950	Rank	Median non-farm owner units, 1950	Rank
St. Louis (St. Louis City, St. Charles and St. Louis Cos., Mo.; Madison and St. Clair Cos., Ill.)	494.0	9	15	46	48	45	52	46	3.9	55	61	48	29	47	7,900	32
San Antonio (Bexar Co., Texas)	141.3	36	57	8	56	24	109	8	3.9	55	57	52	33	37	6,000	54
San Diego (San Diego Co., Cal.)	184.3	26	84	2	51	40	113	7	4.3	41	90	2	37	24	9,600	16
San Francisco-Oakland (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano Cos., Cal.)	791.9	6	60	7	53	32	102	10	4.3	41	90	2	40	13	10,700	7
Scranton (Lackawanna Co., Pa.)	74.4	57	....	57	52	37	15	57	5.5	9	76	25	26	50	6,000	54
Seattle (King Co., Wash.)	254.8	18	39	14	62	11	73	24	4.3	41	86	10	38	18	8,700	26
Springfield-Holyoke (Hampden and Hampshire Cos., Mass.)	112.6	43	13	51	48	45	60	33	5.1	18	85	13	31	42	8,800	25
Syracuse (Onondaga Co., N. Y.)	100.6	48	17	42	56	24	60	33	5.6	5	79	20	36	31	10,100	12
Tampa-St. Petersburg (Hillsborough and Pinellas Cos., Fla.)	153.9	32	64	4	64	6	137	3	4.2	48	67	42	42	10	7,000	46
Toledo (Lucas Co., Ohio)	120.5	42	21	32	65	4	60	33	5.3	11	82	17	38	18	7,500	38
Utica-Rome (Herkimer & Oneida Cos., N.Y.)	90.1	51	18	39	55	28	42	53	5.6	5	73	28	30	45	7,300	40
Washington (District of Columbia; Alexandria and Falls Church Cities, Arlington and Fairfax Cos., Va.; Montgomery and Prince Georges Cos., Md.)	402.6	11	51	10	43	53	72	25	4.4	37	86	10	61	2	14,000	1
Wheeling-Steubenville (Brooke, Hancock, Marshall and Ohio Cos., W. Va.; Belmont and Jefferson Cos., Ohio)	104.8	46	11	54	61	12	43	51	4.9	22	62	46	25	53	6,600	50
Wilkes-Barre-Hazleton (Luzerne Co., Pa.)	111.9	44	6	56	53	32	30	55	5.7	2	72	31	25	53	5,700	56
Worcester (Worcester Co., Mass.)	78.7	56	20	34	46	51	48	47	5.2	13	79	20	31	42	9,000	21
Youngstown (Mahoning and Trumbull Cos., Ohio; Mercer Co., Pa.)	149.1	34	23	30	70	1	54	43	5.2	13	73	28	33	37	7,700	35
U. S. A. TOTALS	45,875.0	..	23	..	55	..	54	..	4.6	..	....	..	35	..	7,400	..

National Newspaper Dollars in Metropolitan Area Cities

Tendency to appropriate by city population size groups rather than by needs and potentials of a branch area seen in 1951 record of newspaper advertising when related to families, sales and income.

The average family in the metropolitan area of Austin, Tex., has a net Effective Buying Income of $5,591; in Dallas the figure is roughly the same—$5,674.

But last year national advertisers invested $7.56 through Austin newspapers to interest and sell each Austin area family, while to reach the average Dallas area family through newspapers they invested $13.48, or almost twice as much. The accompanying tables give a breakdown of more than $300 million of national newspaper dollars in 1951 and reveal scores of similar disparities among the nation's 162 standard metropolitan city areas and SM's 25 "potential" metropolitan areas.

Did they overspend in Dallas?

There is no reason to jump to that conclusion. Perhaps they might wisely have spent twice as much for Dallas families as they did spend.

What *is* obvious is that they underspent in Austin.

Why?

SM believes from studying the records and observing media-buying habits that the paramount reason is the tendency to limit city lists by arbitrary population cut-offs; to think of Dallas, for example, not in relation to other Texas cities or metropolitan areas sold and serviced by the southwestern branch office, but as one of a number of city areas in the "over 500,000" group.

So Dallas comes up for consideration with far-off Seattle or Milwaukee, similar in size, rather than with nearby Texas cities (with the exception of Houston).

And we find Dallas area families "worth" an investment of $13.48, Seattle families $11.22, and Milwaukee families $11.80—all within striking distance of each other and close to the "big city" averages.

But to the branch manager in Dallas or in any other city of the Southwest where he may be located, isn't $1,000 in retail sales or $1,000 in Effective Buying Income worth as much in Abilene as in Dallas? It wouldn't be true if the families in question lived at the top of a high mountain range and were virtually inaccessible, but here we are talking about *metropolitan city areas,* compact, closely integrated, where there must be a central city with a population minimum of 50,000.

So let's see what is allocated to the Texas part of the southwest branch area—and, remember, we aren't talking about small towns or even small cities, but only about metropolitan city areas. (See table below.)

Of course we are dealing now only with the total dollars invested by *all* national advertisers (general, new car, gas & oil) and possibly your company's allocations may follow a better pattern; we hope so, but the disparities are so great that there cannot be many exceptions to the general rule about "A" lists, "B" lists—over a million lists, over a half million, over a quarter million, etc.

In Effective Buying Income per family, the area range is from $4,055 to $6,164 and the low is 66% of the high, but in newspaper expenditures the range from low to high is $3.59 to $13.48, which means that the investment in one area is only 27% as much as in the other; in terms of expenditures per $1,000 in retail sales the range is from $0.95 to $3.18, with the low figure only 30% of the high, and in Effective Buying Income the range is $0.80 to $2.37, or 34%.

The study of 187 areas is designed to measure the impact national advertisers are directing through newspapers at the families living within each metropolitan area. Rates are adjusted in keeping with the percentage of the newspaper circulation within the area. Thus, for example, if 70% of a newspaper's circulation is within the metropolitan area and the general rate is 50 cents a line, only 70% of the rate (or 35 cents) is spent to reach the metro area fami-

How Newspaper Investment Varies

	Families In Area (000)	EBI per Family	1951 National Newspaper Dollars Per Family	Per $1,000 in Retail Sales	Per $1,000 in EB Income
Abilene	19.6	$4256	$ 4.55	$1.04	$1.07
Amarillo	28.7	4849	8.72	1.59	1.80
Austin	45.2	5591	7.56	2.01	1.35
Beaumont-Port Arthur	59.7	5117	7.65	1.90	1.49
Brownsville-Harlingen-McAllen	72.2	4055	3.91	1.31	.96
Corpus Christi	48.1	6164	7.36	1.90	1.19
Dallas	200.3	5674	13.48	3.18	2.37
El Paso	51.5	5227	12.15	3.03	2.32
Fort Worth	117.7	5229	10.02	2.32	1.75
Galveston	35.1	5367	9.19	2.53	1.71
Houston	256.3	5945	11.91	3.06	2.00
Laredo	13.2	4473	3.59	.95	.80
Lubbock	31.5	5659	8.24	1.73	1.46
San Angelo	18.2	4741	5.14	1.17	1.08
San Antonio	139.0	5439	8.62	2.39	1.59
Waco	39.5	4590	6.02	1.67	1.31
Wichita Falls	27.4	5574	7.32	1.64	1.31

Things are Jumping—in Florida!

3rd
Fastest-Growing State!

Between 1940 and 1950 Florida's population increased 46% as compared to 14.5% for the whole U.S.—more than 3 times as fast! (Source: U. S. Bureau of the Census.)

in FLORIDA
3 will get you 80*

*Based on Sales Management 1951 Survey of Buying Power figures and current ABC Reports, using these three papers gives you 20% or better family coverage in the 52 counties accounting for 80% of Florida's Effective Buying Income, 81% of food sales, 82.8% of drug sales, 81.6% of furniture sales, 80% of general merchandise sales and 81% of Florida's total retail sales. You also get above 30% family coverage in 42 counties, above 50% in 20 counties, above 60% in 9 counties and above 70% in 6 counties.

Jump right in to extra profits—sell where sales statistics keep climbing . . . up, Up, UP—Sell in Florida!

When you reach out to grasp this rich sales plum, bear in mind the amazing coverage of Florida's three big morning dailies. They blanket their own trading territories and tremendously strengthen your advertising in other Florida markets because they deliver 20% or better family coverage in those counties where 80% of Florida's sales activity happens.

How about that?

Lowest Cost Coverage in Florida's Top Markets

FLORIDA TIMES-UNION	TAMPA Morning Tribune	MIAMI HERALD
JACKSONVILLE National Representative Reynolds-Fitzgerald, Inc.	National Representative Sawyer-Ferguson-Walker Company	National Representative Story, Brooks & Finley, Inc.

lies. If the newspaper carried 1 million lines of national advertising, it received $350,000 for bringing the message to the families in the immediate, or metropolitan area.

(Editor's note: A complete explanation of the methods employed to arrive at the national newspaper dollars is given on page 156.)

In 1951 national advertisers spent $11.49 to reach the average family in the 162 standard metropolitan areas, or about $3 per person, but so great was their concentration of expenditures in the largest areas that 124 out of the 162 were below that average, only 38 above.

The same national newspaper advertisers spent $3.08, on the average, for each $1,000 of retail sales in the composite area, or 3/10ths of 1%. Again we see wide variations—with a range of $0.80 to a high of $4.23; measured in terms of expenditures for each $1,000 of Effective Buying Income, the range is from a low of $0.43 to a high of $2.97.

The national advertisers (general, new cars, gas & oil) spent some $514 million in American newspapers last year. This study pin-points approximately $305 million which was invested to reach families living within metropolitan areas of 187 city centers through the newspapers originating within each area. Actual national spendings in these same newspapers were much higher, since many papers have considerable coverage beyond the metropolitan area. One very important Sunday newspaper, for example, has only 12% of its circulation in the metropolitan area; in others it is 100%. The average is around 65% for the newspapers in these cities.

Newspaper impact was chosen for the study not only because the medium is important but because a similar breakdown of magazine expenditures would represent a relatively impossible statistical job, and data on other major media such as radio and TV are not available.

The tables give no answer to the question, how much *should* be spent through newspapers to reach these families (which constitute about 61% of the U.S. total) in the metropolitan areas which are responsible for about 65% of the nation's retail sales and which enjoy 68% of the nation's net income.

They show merely what *was* spent through the daily and Sunday papers in 1951, and their chief interest and value lie in their relative and comparative aspects. They are designed to raise the question, "Why?"

As pointed out previously, the greatest range in expenditures per family (or in relation to total retail sales or total net income) occurs between the smaller metropolitan areas and the largest, but even among the largest there are substantial variations. Here are the 25 city areas leading in total population with current estimates for numbers of families, and the record of 1951 national newspaper spendings. (See table above.)

Why is $1,000 in retail sales worth a $2.88 expenditure in Los Angeles and one of $4.23 in New Orleans? Kansas City only $2.40 as against $4.00 in Cincinnati? Again we wish to emphasize that such comparisons do not mean that expenditures are too high in certain areas; perhaps they should be even higher. The big question is: Why should there be such a *big difference* between two markets, both of which are good, and where it seems logical to assume that $1,000 in retail sales or income is worth as much to the advertiser in one as in the other?

For the convenience of readers in quickly spotting disparities, the expenditures per family, per $1,000 in retail sales and per $1,000 of Effective Buying Income are shown both in dollars and in ratios. The 162-area averages ($11.49 per family, $3.08 in per $1,000 of retail sales and $2.00 in per $1,000 of Effective Buying Income) are the base, 100.

After the computing work was finished, SM editors showed the results to a number of sales and advertising executives, newspaper men and representatives. The discussions raised these questions and observations:

1. The relatively high concentration in the larger centers (about 20% of the total number of areas) shows the tendency to make arbitrary population cut-offs and/or the use of smaller space or fewer insertions in the newspapers in areas of least population. This method of selectivity

Newspaper Investment Varies in Big Cities, Too

Metropolitan Area	Area Families 1/1/52 (add 000)	1951 National Newspaper Advertising Per Family	Per $1,000 Retail Sales	Per $1,000 Income
1. New York	3,920.5	$15.09	$3.96	$2.39
2. Chicago	1,676.9	13.66	3.45	2.13
3. Los Angeles	1,536.2	9.88	2.88	1.80
4. Philadelphia	1,063.4	11.64	3.26	1.90
5. Detroit	874.2	12.63	2.88	1.96
6. Boston	820.7	11.89	3.12	1.98
7. San Francisco-Oakland	758.1	13.52	3.81	2.29
8. Pittsburgh	635.7	12.13	3.19	2.08
9. St. Louis	517.4	11.79	3.46	2.15
10. Washington	430.0	16.19	3.74	2.47
11. Cleveland	444.7	14.20	3.51	2.24
12. Baltimore	384.1	15.43	4.19	2.86
13. Minneapolis-St. Paul	343.0	12.89	3.32	2.21
14. Buffalo	318.3	12.13	3.01	2.36
15. Cincinnati	288.0	13.63	4.00	2.35
16. Milwaukee	259.4	11.80	2.90	1.87
17. Houston	256.3	11.91	3.06	2.00
18. Kansas City	268.5	9.58	2.40	1.79
19. Seattle	251.0	11.22	3.32	1.80
20. Portland, Ore.	243.4	11.66	3.20	2.13
21. New Orleans	207.5	13.11	4.23	2.79
22. Providence	204.5	9.87	2.92	1.86
23. Atlanta	196.0	13.73	3.36	2.68
24. Dallas	200.3	13.48	3.18	2.37
25* Louisville	171.8	10.27	2.95	1.90
26. Denver	182.6	10.00	2.53	1.94

*Louisville and Denver tied for 25th place in area population.

is most frequently rationalized on the ground that the appropriation isn't large enough to "stretch out everywhere"—so the advertiser picks a few big spots and stops.

Several executives said this policy made sense because, while it was admittedly spotty, it gave every area manager a good talking point since he would have at least one big city with a strong campaign.

Others argued that it was far better to do a uniformly strong job in one geographic section or branch area before moving on to another, and that choosing markets by population size groups was manifestly unfair because salesmen in big cities were given far more "backing" than those who had no cities in top population brackets, and that, again to use Texas as an example, the average Lubbock family was worth as much as the average Dallas family—the only difference being that there are fewer of them in Lubbock.

2. In most instances the lowest expenditures are in so-called "monopoly" cities where there is only one newspaper, or multiple papers under the same ownership, but there are several striking exceptions in cities where publishers have strongly promoted their *markets*. But in the majority of such cities the publishers do little to back up the efforts of their national representatives. Apparently they have assumed, "Everybody knows about Jonesville and everybody who advertises through newspapers in Jonesville must use the daily or Sunday *Bugle*." The fallacy of this reasoning is that not everybody—by a long shot—does know about Jonesville or remembers the good points about Jonesville when a list is being prepared.

There is no evidence which points to *over* spending in cities where there is competition between newspapers; rather it seems to be a case of *under* spending where there is no competition.

3. Does the national advertiser or his agency make a serious attempt to correlate expenditures so that areas of similar potential and/or quality receive uniform advertising impressions? If he is using several media—such as magazines, network TV or radio *and* newspapers—does he study his "national-media" coverage area by area and then provide strong local newspaper coverage when magazines or networks are weak?

SM's issue of April 1, 1952, page 128, carried the story of a group of Chicago agencies that banded together to work out metropolitan area

county coverage figures of 76 magazines and farm publications and to relate them to population and retail sales estimates in SM's 1952 *Survey of Buying Power*. This will enable them to spot the counties where a particular advertiser's combination of magazines may be weak, and to apply a heavier concentration of local media, such as newspapers or spot radio.

4. Consumer surveys where identical techniques are used in many cities, such as the 15-city comparisons based on *The Milwaukee Journal* pattern, and Scripps-Howard's, reveal striking differences, city by city, in use and popularity of leading brands. Relatively few brands are "national" in the sense that they have anything approaching uniform strength. It is not unusual to find a strongly advertised national brand with 40% use in one important city area and only 10% in another. This might be traceable to local whims or prejudices, to relative ability of branch managers or salesmen — or, very likely, to lack of uniformity in the pressures exerted through local advertising media such as newspapers. Readers may find it worth-while to measure their sales results against these tables of newspaper spendings. Take two cities with similar city-area family income, such as Green Bay and St. Louis. Newspaper expenditures per family are, respectively, $5.91 and $11.79. What about per-family sales of your product in each area? If Green Bay is low, perhaps the lesser local advertising pressure is the prevailing reason.

5. Expenditure figures include advertising dollars going into Sunday supplements or magazines distributed through newspapers to metropolitan area families. Many of the cities have no such supplements in the Sunday editions of their papers, and in general it is true that the expenditures in Sunday-supplement cities (when reduced to the 3-way common denominator level) are higher than in the non-supplement cities, but doesn't this indicate that there may be conspicuous under-spending in the non-supplement cities? On a quality basis, many are superior.

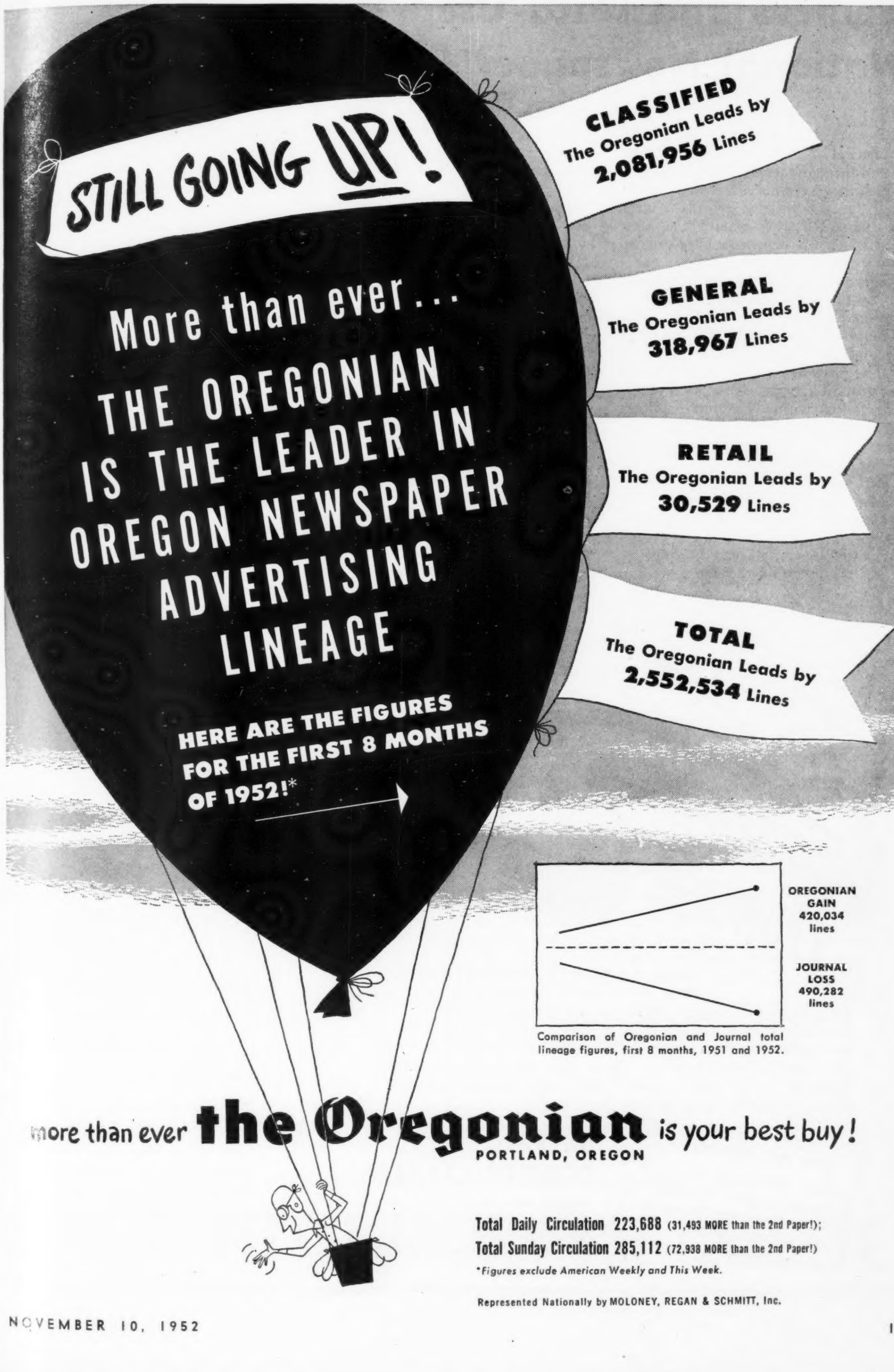
Let's look at one of the first (alphabetically) of these non-supplement cities and see what Sunday newspapers the families read. Let's take Augusta, Ga., with 55,200 families in its metropolitan county area of Richmond County, Ga., and Aiken County, S.C. From the outside come these Sunday papers with supplements: *Atlanta Constitution and Journal* 3,901 copies; *Baltimore News-Post* 618; *New York Mirror* 906; *New York News* 2,208; *The New York Times* 107.

If an advertiser used space in each of these outside papers on a given Sunday, he would have a potential of 7,740 families (ignoring duplication) or about 14% of Augusta-area families.

The local Sunday paper, the *Augusta Chronicle Herald*, had, as of March 31, 1952, a coverage of approximately 30,000 families within the metropolitan county area—nearly 55%, or roughly four times the combined circulation of outside supplement newspapers.

It seems obvious, therefore, that the "spill-over" circulation from outside Sunday-supplement cities cannot be expected to do an adequate job in such cities as Augusta, and there are scores of them in the list of 187 metropolitan areas.

COMING SOON: "How Eastern Air Lines Build 'Jet-Propelled' Managers" . . . an analysis of President Eddie Rickenbacker's methods for strengthening middle-management in the field sales organization. Coming in Sales Management December 1 and 15.


STILL GOING UP!
More than ever...
THE OREGONIAN
IS THE LEADER IN
OREGON NEWSPAPER
ADVERTISING
LINEAGE
HERE ARE THE FIGURES
FOR THE FIRST 8 MONTHS
OF 1952!*
CLASSIFIED
The Oregonian Leads by
2,081,956 Lines
GENERAL
The Oregonian Leads by
318,967 Lines
RETAIL
The Oregonian Leads by
30,529 Lines
TOTAL
The Oregonian Leads by
2,552,534 Lines
OREGONIAN GAIN 420,034 lines
JOURNAL LOSS 490,282 lines
Comparison of Oregonian and Journal total lineage figures, first 8 months, 1951 and 1952.
more than ever the Oregonian is your best buy!
PORTLAND, OREGON
Total Daily Circulation 223,688 (31,493 MORE than the 2nd Paper!);
Total Sunday Circulation 285,112 (72,938 MORE than the 2nd Paper!)
*Figures exclude American Weekly and This Week.
Represented Nationally by MOLONEY, REGAN & SCHMITT, Inc.

Sources and Data Used for National Newspaper Dollars

SALES MANAGEMENT employed Statistical Tabulating Co. to make a run-through of the IBM card file which they have maintained and operated for the Bureau of Advertising of the ANPA, to secure the area circulation of each newspaper originating within the metropolitan area. For example, in the 4 counties making up the Minneapolis-St. Paul area, the daily circulation of the St. Paul (combined) paper is 76% of its total circulation.

The next step was to find the rate for general advertising for each paper originating within the metropolitan area. In the case of St. Paul, the rate is 55 cents for morning and evening combined.

But since only 76% of the circulation is within the counties of the metropolitan area, the next step was to multiply 55 cents by 76% to get the rate advertisers are paying to reach prospects in the metropolitan area. In St. Paul the figure is 41.8 cents per line.

Following this, the 1951 tabulations of Media Records, Inc., were consulted for the linage figures under the general classification, to which linage for new cars, oil and gas were added, and the resulting total was considered as the national linage figure for each paper.

In most of the cities not measured by Media Records, *Editor & Publisher* secures annual figures on "national" from the publishers, and the 1951 figures were published by *E & P* March 15, 1952. With *E & P's* consent, SALES MANAGEMENT used *E & P* figures, where available, for many cities. Figures on cities not covered either by Media Records or by *Editor & Publisher* were secured by SALES MANAGEMENT direct from the newspapers or their national advertising representatives.

The fifth step in preparing this feature was to multiply the *adjusted* advertising rate against the national advertising linage to secure the approximate national dollars invested in metropolitan counties. This was done for each separate (non-combination) edition of each newspaper within the area.

The final step was to add together the individual newspaper dollar figures to secure the dollar figure for the area. In the majority of city areas, this meant the advertising in only one city, but in a considerable number it meant the combined advertising dollars in the newspapers of several cities within the area. The last column—at the right—shows, in connection with each named area, the newspaper cities which were measured.

The figures are, of course, only approximately accurate for a variety of reasons: The advertising rates may have changed during the year. SM used the year-end rates used in Standard Rate & Data Service . . . There may be a forced combination rate but a variation in measured national linage between the two editions. In such instances SM credited the paper with the larger of the two figures . . . In some cities the combination is optional rather than mandatory and in such instances the paper also was given the benefit of the doubt . . . No data are available on national *color* linage or linage for which special classification rates apply, and so all space was figured as ROP black & white . . . No attempt was made to estimate cooperative advertising paid for by manufacturers because no reliable data are available.

Since the same rules of procedure were applied against every newspaper in every city, the *relative* comparisons should be close enough to complete accuracy for all practical purposes.

Coming . . .

How representative companies set up their order-handling routines. A detailed study of the paperwork that produces customer satisfaction with the service as well as the product.

. . . in Sales Management . . . soon.

National Newspaper Dollars Penetrations by Metropolitan County Areas

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDI-TURES PER FAMILY	RATIO	EX-PENDI-TURES PER $1,000 RETAIL SALES	RATIO	EX-PENDI-TURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
1	Akron (Summit Co., Ohio)	MR	$6,068	8.89	77	2.38	77	1.47	74	Akron
2	Albany-Schenectady-Troy (Albany, Rensselaer, and Schenectady Cos., N. Y.)	MR	5,123	11.34	99	2.73	89	2.21	111	Albany, Schenectady, Troy
3	Albuquerque (Bernalillo Co., N. M.)	MR	5,643	10.23	89	2.75	89	1.81	91	Albuquerque
4	Allentown-Bethlehem-Easton (Lehigh and Northampton Cos., Pa.; Warren Co., N. J.)	EP-Pub	5,504	6.74	59	1.78	58	1.22	61	Allentown, Bethlehem, Easton
5	Altoona (Blair Co., Pa.)	EP-Pub	4,434	5.91	51	1.80	58	1.33	67	Altoona, Tyrone
6[1]	Amarillo (Randall and Potter Cos., Texas)	EP	4,849	8.72	76	1.59	52	1.80	90	Amarillo
7	Asheville (Buncombe Co., N. C.)	EP	5,116	4.48	39	1.33	43	.82	41	Asheville
	Ashland, Ky. (See Area 62)									
8	Atlanta (Cobb, DeKalb and Fulton Cos., Ga.)	MR	5,127	13.73	119	3.36	109	2.68	134	Atlanta, Marietta
9	Atlantic City (Atlantic Co., N. J.)	EP	5,879	5.41	47	1.10	36	.92	46	Atlantic City
10	Augusta (Richmond Co., Ga.; Aiken Co., S. C.)	Pub	4,214	5.07	44	2.03	66	1.20	60	Augusta
11	Austin (Travis Co., Texas)	EP	5,591	7.56	66	2.01	65	1.35	68	Austin
12	Baltimore (Baltimore City, Anne Arundel and Baltimore Cos., Md.)	MR	5,388	15.43	134	4.19	136	2.86	143	Baltimore, Annapolis
13	Baton Rouge (East Baton Rouge Parish, La.)	EP	6,079	6.32	55	1.83	59	1.04	52	Baton Rouge
14	Bay City (Bay Co., Mich.)	EP	5,078	4.93	43	1.32	43	.97	49	Bay City
15	Beaumont-Port Arthur (Jefferson Co., Texas)	EP	5,117	7.65	67	1.90	62	1.49	75	Beaumont, Port Arthur
	Bethlehem, Pa. (See Area 4)									
16	Binghamton (Broome Co., N. Y.)	MR-Pub	4,523	7.92	69	2.09	68	1.75	88	Binghamton, Endicott
17	Birmingham (Jefferson Co., Ala.)	Pub	4,620	11.55	101	3.65	119	2.50	125	Birmingham
18	Boston (Essex, Middlesex, Norfolk and Suffolk Cos., Mass.)	MR-Pub	5,990	11.89	103	3.12	101	1.98	99	Boston, Amesbury, Beverly, Chelsea, Everett, Framingham, Gloucester, Haverhill, Lawrence, Lowell, Lynn, Marlboro, Newburyport, Quincy, Wakefield, Woburn, Waltham
19	Bridgeport-Stamford-Norwalk (Fairfield Co., Conn.)	EP-Pub	7,217	6.53	57	1.53	50	.90	45	Bridgeport, Stamford, Norwalk, Danbury
20	Brockton (Plymouth Co., Mass.)	EP	4,752	2.06	18	.57	19	.43	22	Brockton
21	Buffalo (Erie and Niagara Cos., N. Y.)	MR-Pub	5,150	12.13	106	3.01	98	2.36	118	Buffalo, Niagara Falls
22	Canton (Stark Co., Ohio)	EP-Pub	5,977	7.57	66	2.07	67	1.27	64	Canton, Massilon
23	Cedar Rapids (Linn Co., Iowa)	EP	5,699	6.13	53	1.55	50	1.08	54	Cedar Rapids
24	Charleston (Charleston Co., S. C.)	EP	4,930	7.98	69	2.69	87	1.62	81	Charleston
25	Charleston (Fayette and Kanawha Cos., W. Va.)	Pub	4,905	7.80	68	2.56	83	1.59	80	Charleston
26	Charlotte (Mecklenburg Co., N. C.)	EP	5,834	7.55	66	1.66	54	1.29	65	Charlotte
27	Chattanooga (Hamilton Co., Tenn.; Walker Co., Ga.)	Pub	4,569	6.81	59	2.06	67	1.49	75	Chattanooga
28	Chicago (Cook, Du Page, Kane, Lake, and Will Cos., Ill.; Lake Co., Ind.)	MR-EP Pub	6,421	13.66	119	3.45	112	2.13	107	Chicago, Joliet, Waukegan, Wheaton, Gary, Hammond
29	Cincinnati (Hamilton Co., Ohio; Campbell and Kenton Cos., Ky.)	MR	5,793	13.63	119	4.00	130	2.35	118	Cincinnati
30	Cleveland (Cuyahoga and Lake Cos., Ohio)	MR	6,349	14.20	124	3.51	114	2.24	112	Cleveland, Painesville, Willoughby
31	Columbia (Richland Co., S. C.)	Pub	5,108	9.58	83	2.46	80	1.88	94	Columbia
32	Columbus (Chattahoochee and Muscogee Cos., Ga.; Russell Co., Ala.)	EP	4,144	6.62	58	2.26	73	1.60	80	Columbus
33	Columbus (Franklin Co., Ohio)	MR	6,071	13.30	116	3.78	122	2.19	110	Columbus
34	Corpus Christi (Nueces Co., Texas)	EP	6,164	7.36	64	1.90	62	1.19	60	Corpus Christi
35	Dallas (Dallas Co., Texas)	MR	5,674	13.48	117	3.18	103	2.37	119	Dallas
36	Davenport-Rock Island-Moline (Rock Island Co., Ill.; Scott Co., Iowa)	EP	6,262	10.60	92	2.79	91	1.69	85	Davenport, Rock Island, Moline
37	Dayton (Greene and Montgomery Cos., Ohio)	MR-Pub	6,035	12.36	108	3.43	111	2.05	103	Dayton, Xenia
38	Decatur (Macon Co., Ill.)	EP	5,236	6.52	57	1.79	58	1.25	63	Decatur
39	Denver (Adams, Arapahoe, Denver and Jefferson Cos., Colo.)	MR	5,150	10.00	87	2.53	82	1.94	97	Denver
40	Des Moines (Polk Co., Iowa)	MR	5,887	11.88	103	3.09	100	2.02	101	Des Moines
41	Detroit (Macomb, Oakland and Wayne Cos., Mich.)	MR-Pub	6,430	12.63	110	2.88	94	1.96	98	Detroit, Mt. Clemens, Pontiac, Royal Oak
42	Duluth-Superior (St. Louis Co., Minn.; Douglas Co., Wis.)	MR-EP Pub	4,203	8.17	71	2.46	80	1.94	97	Duluth, Superior, Hibbing
43	Durham (Durham Co., N. C.)	EP	5,831	5.94	52	1.70	55	1.02	51	Durham
	Easton, Pa. (See Area 4)									
44	El Paso (El Paso Co., Texas)	MR	5,227	12.15	106	3.03	98	2.32	116	El Paso
	Elyria, Ohio (See Area 79)									
45	Erie (Erie Co., Pa.)	MR-Pub	5,498	10.22	89	2.57	83	1.86	93	Erie, Corry
46	Evansville (Vanderburgh Co., Ind.)	MR	5,716	9.67	84	2.74	89	1.69	85	Evansville

[1] Data unavailable for Amarillo Times which suspended publication December 1951.

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

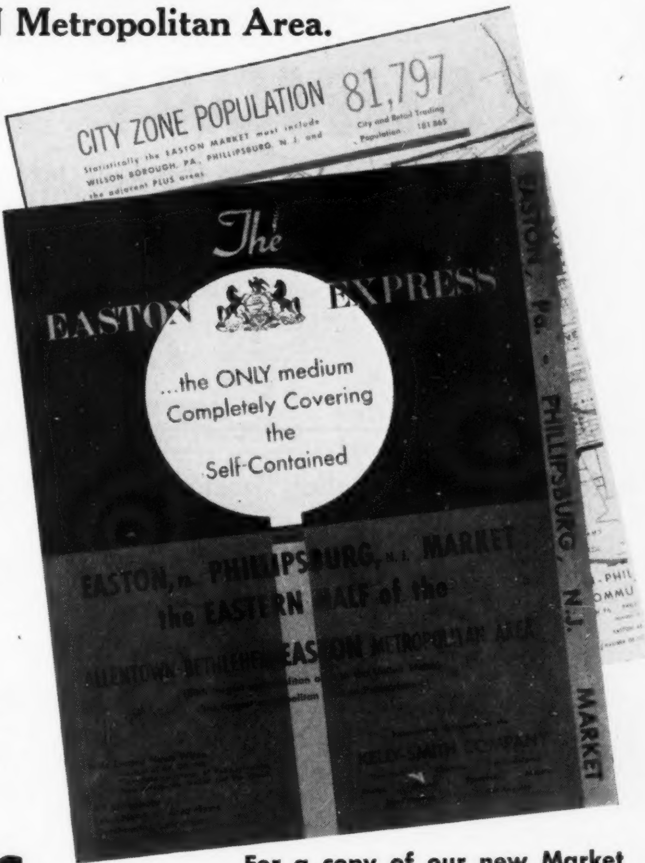
YOU'VE BEEN MISLED!

False claims have been made deprecating Easton's position in the Allentown-Bethlehem-EASTON Metropolitan Area.

Here Are The TRUE Facts On The Easton Portion Of Pennsylvania's 3rd Metropolitan Area.

	Metropolitan Area*	Easton Express Portion of Metropolitan Area
Retail Sales	$481,398,000	$161,750,000 (33.6%)
Food Sales	124,203,000	45,458,000 (36.6%)
Eating & Drinking	33,604,000	10,115,000 (30.1%)
General Merchandise	46,834,000	10,678,000 (22.8%)
Furniture-Radio	32,706,000	9,877,000 (30.2%)
Automotive	83,698,000	26,951,000 (32.2%)
Gasoline	24,460,000	10,053,000 (41.1%)
Drugs	9,664,000	2,899,000 (30.0%)
Lumber-Building-Hardware	30,870,000	12,379,000 (40.1%)
Liquor	8,059,000	2,639,000 (32.9%)
Effective Buying Income		
Per Capita	1,569	1,822 (Easton)
Per Family	5,504	6,167 (Easton)

Only the Easton Express serves this large portion of Pennsylvania's 3rd Metropolitan Area.



EASTON EXPRESS

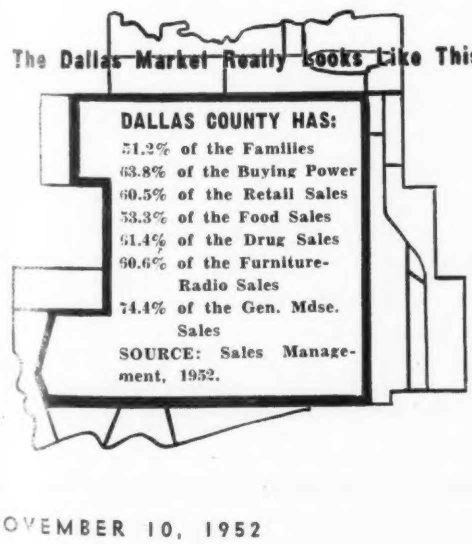
EASTON, PA.

MORE THAN 44,500 CIRCULATION DAILY

For a copy of our new Market Brochure, write direct to us, or to Kelly-Smith Company, our National Representatives.

*Source: Sales Management

The Dallas Market Really Looks Like This



CONCENTRATED POWER GETS MAXIMUM RESULTS

More than 90% of The Dallas Times Herald's 140,498 circulation is concentrated in the Dallas Metropolitan Area (Dallas County) where the average family has $214 more to spend per month than in the other 19 counties of the Dallas ABC Retail Trading Zone.

This is the cream of the Dallas Market, where your advertising dollars have the best chance to produce sales. And when you put these dollars to work in The Times Herald, you reach 27,519 more Dallas Metropolitan Area families daily than with any other newspaper.

The Dallas Times Herald

Represented Nationally by THE BRANHAM COMPANY

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDITURES PER FAMILY	RATIO	EX-PENDITURES PER $1,000 RETAIL	RATIO	EX-PENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
47	Fall River-New Bedford (Bristol Co., Mass.)	EP-Pub	4,351	6.11	53	2.10	68	1.41	71	Fall River, New Bedford, Attleboro
48	Flint (Genessee Co., Mich.)	EP	5,705	6.00	52	1.54	50	1.05	53	Flint
49	Fort Wayne (Allen Co., Ind.)	MR	6,875	13.33	116	3.43	111	1.94	97	Fort Wayne
50	Fort Worth (Tarrant Co., Texas)	MR	5,229	10.02	87	2.32	75	1.75	88	Fort Worth
51	Fresno (Fresno Co., Cal.)	MR	4,810	6.64	58	1.74	56	1.38	69	Fresno
52	Gadsden (Etowah Co., Ala.)	EP-Pub	3,779	4.03	35	1.54	50	1.07	54	Gadsden
53	Galveston (Galveston Co., Texas)	EP-Pub	5,367	9.19	80	2.53	82	1.71	86	Galveston, Texas City
54	Grand Rapids (Kent Co., Mich.)	MR	4,827	9.99	87	2.49	81	2.07	104	Grand Rapids
55	Green Bay (Brown Co., Wis.)	EP	5,524	5.91	51	1.53	50	1.07	54	Green Bay
56	Greensboro-High Point (Guilford Co., N. C.)	EP	5,400	5.88	51	1.45	47	1.09	55	Greensboro, High Point
57	Greenville (Greenville Co., S. C.)	EP	4,460	7.50	65	2.12	69	1.68	84	Greenville
58	Hamilton-Middletown (Butler Co., Ohio)	EP	5,607	4.58	40	1.34	44	.82	41	Hamilton, Middletown
59	Harrisburg (Cumberland and Dauphin Cos., Pa.)	MR-Pub	5,574	9.51	83	2.61	85	1.71	86	Harrisburg, Carlisle, Mechanicsburg

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

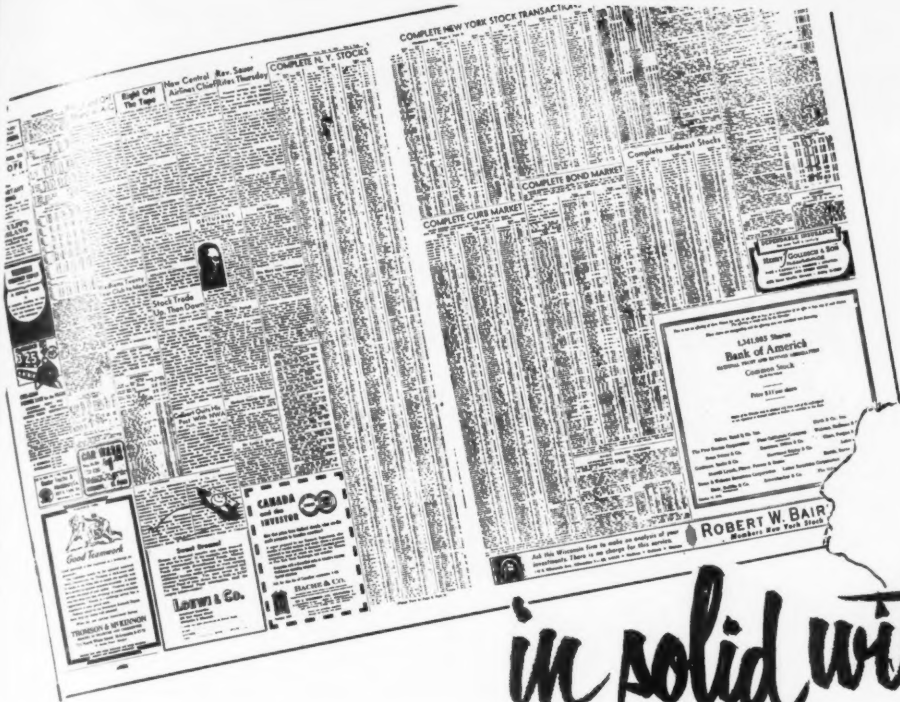
AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDITURES PER FAMILY	RATIO	EX-PENDITURES PER $1,000 RETAIL	RATIO	EX-PENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
60	Hartford-New Britain (Hartford Co., Conn.)	MR-EP Pub	6,771	9.62	84	2.25	73	1.42	71	Hartford, New Britain, Bristol, Manchester
	Hazleton, Pa. (See Area 157)									
	High Point, N. C. (See Area 56)									
	Holyoke, Mass. (See Area 138)									
61	Houston (Harris Co., Texas)	MR-Pub	5,945	11.91	104	3.06	99	2.00	100	Houston, Bay City
62	Huntington-Ashland (Cabell and Wayne Cos., W. Va.; Boyd Co., Ky.; Lawrence Co., Ohio)	EP-Pub	4,175	6.26	54	2.31	75	1.50	75	Huntington, Ashland, Ironton
63	Indianapolis (Marion Co., Ind.)	MR	6,499	15.83	138	3.89	126	2.44	122	Indianapolis
64	Jackson (Jackson Co., Mich.)	EP	5,837	5.81	51	1.45	47	1.00	50	Jackson
65	Jackson (Hinds Co., Miss.)	Pub	4,492	6.96	61	2.05	67	1.55	78	Jackson
66	Jacksonville (Duval Co., Fla.)	MR	4,531	11.90	104	3.25	106	2.63	132	Jacksonville
67	Johnstown (Cambria and Somerset Cos., Pa.)	MR-Pub	4,667	6.15	54	1.97	64	1.32	66	Johnstown
68	Kalamazoo (Kalamazoo Co., Mich.)	EP	5,839	5.57	48	1.44	47	.95	48	Kalamazoo
69	Kansas City (Johnson and Wyandotte Cos., Kans.; Clay and Jackson Cos., Mo.)	MR-Pub	5,341	9.58	83	2.40	78	1.79	90	Kansas City, Mo., Kansas City, Kans., Excelsior Springs, Independence
70	Kenosha (Kenosha Co., Wis.)	EP	4,967	5.78	50	1.64	53	1.16	58	Kenosha
71	Knoxville (Anderson, Blount and Knox Cos., Tenn.)	MR-Pub	4,760	6.42	56	2.11	69	1.35	68	Knoxville
72	Lancaster (Lancaster Co., Pa.)	EP	5,699	7.20	63	2.04	66	1.26	63	Lancaster, Columbia
73	Lansing (Ingham Co., Mich.)	EP	6,255	6.48	56	1.45	47	1.04	52	Lansing
74	Laredo (Webb Co., Texas)	EP	4,473	3.59	31	.95	31	.80	40	Laredo
75	Lexington (Fayette Co., Ky.)	EP	6,177	8.32	72	2.06	67	1.35	68	Lexington
76	Lima (Allen Co., Ohio)	EP	4,880	5.83	51	1.58	51	1.20	60	Lima, Delphos
77	Lincoln (Lancaster Co., Neb.)	EP	6,099	6.46	56	1.77	57	1.06	53	Lincoln
78	Little Rock-North Little Rock (Pulaski Co., Ark.)	MR	4,814	8.07	70	2.35	76	1.68	84	Little Rock
79	Lorain-Elyria (Lorain Co., Ohio)	EP-Pub	5,817	3.49	30	1.06	34	.60	30	Lorain, Elyria

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDI-TURES PER FAMILY	RATIO	EX-PENDI-TURES PER $1,000 RETAIL	RATIO	EX-PENDI-TURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
80	Los Angeles (Los Angeles and Orange Cos., Cal.)	MR-Pub	5,483	9.88	86	2.88	94	1.80	90	Los Angeles, Long Beach, Alhambra, Anaheim, Burbank, Culver City, Fullerton, Glendale, Hollywood, Inglewood, Huntington Park, Moravia, Orange, Pasadena, Pomona, Redondo, South Gate, San Pedro, Santa Ana, Santa Monica, Whittier, Wilmington, Venice
81	Louisville (Jefferson Co., Ky.; Clark and Floyd Cos., Ind.)	MR	5,400	10.27	89	2.95	96	1.90	95	Louisville, Jeffersonville
82	Lubbock (Lubbock Co., Texas)	EP	5,659	8.24	72	1.73	56	1.46	73	Lubbock
83	Macon (Bibb and Houston Cos., Ga.)	EP	3,914	6.57	57	2.32	75	1.68	84	Macon
84	Madison (Dane Co., Wis.)	EP	5,849	7.34	64	1.96	64	1.26	63	Madison, Stoughton
85	Manchester (Hillsborough Co., N. H.)	EP-Pub	4,491	5.95	52	1.70	55	1.32	66	Manchester, Nashua
86	Memphis (Shelby Co., Tenn.)	MR	4,802	10.90	95	2.71	88	2.27	114	Memphis
87	Miami (Dade Co., Fla.)	MR	4,585	13.60	118	3.35	109	2.97	149	Miami, Miami Beach
	Middletown, Ohio (See Schedule 58)									
88	Milwaukee (Milwaukee Co., Wis.)	MR	6,318	11.80	103	2.90	94	1.87	94	Milwaukee
89	Minneapolis-St. Paul (Anoka, Dakota, Hennepin and Ramsey Cos., Minn.)	MR-Pub	5,829	12.89	112	3.32	108	2.21	111	Minneapolis, St. Paul, South St. Paul
90	Mobile (Mobile Co., Ala.)	Pub	4,708	6.48	56	2.32	75	1.38	69	Mobile
	Moline, Ill. (See Area 36)									
91	Montgomery (Montgomery Co., Ala.)	EP	4,181	6.65	58	2.03	66	1.59	80	Montgomery
92	Muncie (Delaware Co., Ind.)	MR	4,985	10.50	91	3.58	116	2.11	106	Muncie
93	Nashville (Davidson Co., Tenn.)	MR	4,970	9.91	86	2.76	90	1.99	100	Nashville
	Bew Bedford, Mass. (See Area 47)									
	New Britain, Conn, (See Area 60)									
94	New Haven-Waterbury (New Haven Co., Conn.)	MR-Pub	6,043	9.56	83	2.48	81	1.58	79	New Haven, Waterbury, Ansonia, Meriden, Naugatuck
95	New Orleans (Jefferson, Orleans and St. Bernard Parishes, La.)	MR	4,701	13.11	114	4.23	137	2.79	140	New Orleans
96	New York-N. E. New Jersey a. (Bronx, Kings, New York, Queens, Richmond, Nassau, Rockland, Suffolk, Westchester Cos., N. Y.) b. (Bergen, Essex, Middlesex, Hudson, Morris, Passaic, Somerset, Union Cos., N. J.)	MR-Pub	6,319	15.09	131	3.96	129	2.39	120	New York, Newark, Bayonne, Elizabeth, Hackensack, Hoboken, Jersey City, Morristown, New Brunswick, Passaic, Paterson, Perth Amboy, Plainfield, Hempstead, Mamaroneck, Mt. Vernon, New Rochelle, Brooklyn, Long Island City, Nyack, Ossining, Peekskill, Port Chester, Tarrytown, White Plains, Yonkers

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.



in solid with WISCONSIN

The Milwaukee Sentinel is the only newspaper in Wisconsin to publish *complete market tables every day.* It devotes more space to financial and business news than any other Wisconsin newspaper. You can readily see why it is *in solid* with readers . . . and

in solid with advertisers too!

Financial advertisers depend on better-than-average income families for the bulk of their business. That's why they **placed more advertising in the Sentinel** than in any other Wisconsin newspaper. (First 9 months 1952 Media Records.) No matter what your product or service, you, too, can sell it fast through the . . .

MILWAUKEE SENTINEL

REPRESENTED NATIONALLY BY MOLONEY, REGAN, & SCHMITT

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDITURES PER FAMILY	RATIO	EX-PENDITURES PER $1,000 RETAIL	RATIO	EX-PENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
97	Norfolk-Portsmouth (Norfolk, South Norfolk, and Portsmouth Cities, Norfolk and Princess Anne Cos., Va.)	EP-Pub	4,697	12.10	105	4.02	131	2.56	129	Norfolk, Portsmouth
	North Little Rock, Ark. (See Area 78)									
	Norwalk, Conn. (See Area 19)									
98	Ogden (Weber Co., Utah)	EP	5,178	7.19	63	1.99	65	1.39	70	Ogden
99	Oklahoma City (Oklahoma Co., Okla.)	MR	4,494	11.19	74	3.17	103	2.29	115	Oklahoma City
100	Omaha (Douglas and Sarpy Cos., Neb.; Pottawattamie Co., Iowa)	MR-Pub	6,154	8.91	78	2.20	71	1.45	73	Omaha, Council Bluffs

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

FOR LATEST FIGURES on all U.S. counties and major cities, covering population, sales and income data, see Sales Management's Survey of Buying Power, May 10, 1952.

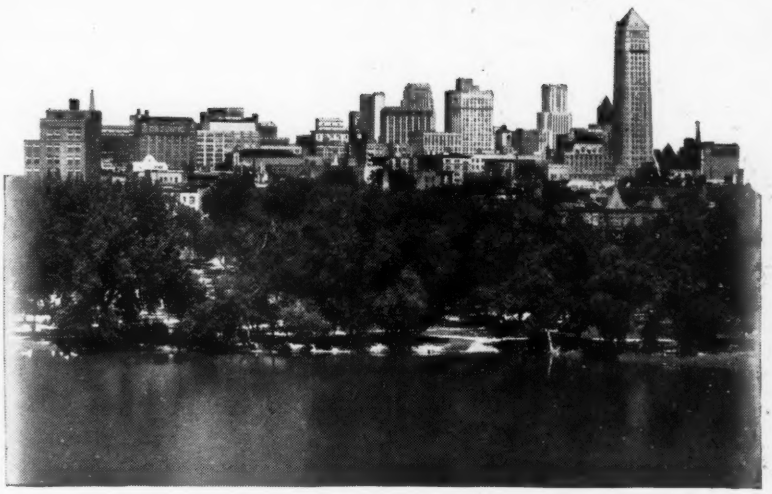
NEW YORK

CHICAGO

LOS ANGELES

PHILADELPHIA

BOSTON



MINNEAPOLIS

Now only 5

cities in the United States have Sunday newspapers with larger circulations than the

Minneapolis Sunday Tribune

...more than **620,000** *in the Upper Midwest*

Minneapolis Star and Tribune

EVENING — MORNING AND SUNDAY

MORE THAN 620,000 SUNDAY · 490,000 DAILY

John Cowles, *President*

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDITURES PER FAMILY	RATIO	EX-PENDITURES PER $1,000 RETAIL	RATIO	EX-PENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
101	Orlando (Orange Co., Fla.)	EP	4,195	6.94	60	2.03	66	1.65	83	Orlando
102	Peoria (Peoria and Tazewell Cos., Ill.)	MR	5,919	7.90	69	2.35	78	1.33	67	Peoria
103	Philadelphia (Bucks, Chester, Delaware, Montgomery, Philadelphia Cos., Pa.; Burlington, Camden, and Gloucester Cos., N. J.)	MR-Pub	6,113	11.64	101	3.26	106	1.90	95	Philadelphia, Camden, Bristol, Chester, Coatesville, Doylestown, Lansdale, Norristown, Phoenixville, West Chester
104	Phoenix (Maricopa Co., Ariz.)	EP-Pub	4,580	8.05	70	2.11	69	1.76	88	Phoenix, Mesa, Tempe
105	Pittsburgh (Allegheny, Beaver, Washington, Westmoreland Cos., Pa.)	MR-Pub	5,826	12.13	106	3.19	104	2.08	104	Pittsburgh, Ambridge, Beaver Falls, Canonsburg, Charlerol, Donora, Greensburg, Homestead, Jeannette, Latrobe, McKeesport, Monessen, Monongahela, Vandergrift, Washington
106	Pittsfield (Berkshire Co., Mass.)	EP-Pub	4,578	5.63	49	1.44	47	1.23	62	Pittsfield, North Adams
	Port Arthur, Texas (See Area 15)									
107	Portland (Cumberland Co., Maine)	Pub	4,486	9.71	85	2.89	94	2.16	108	Portland
108	Portland (Clackamas, Multnomah and Washington Cos., Ore.; Clark Co., Wash.)	MR-Pub	5,467	11.66	101	3.20	104	2.13	107	Portland, Vancouver
	Portsmouth Va. (See Area 97)									
109	Providence (Bristol, Kent and Providence Cos., R.I.)	MR-Pub	5,312	9.87	86	2.92	95	1.86	93	Providence, Pawtucket, W. Warwick, Woonsocket
110	Pueblo (Pueblo Co., Colo.)	EP	5,046	7.67	67	2.26	73	1.52	76	Pueblo
111	Racine (Racine Co., Wis.)	EP	5,490	5.89	51	1.47	48	1.07	54	Racine
112	Raleigh (Wake Co., N. C.)	EP	6,298	4.11	36	1.01	33	.65	33	Raleigh
113	Reading (Berks Co., Pa.)	MR	5,454	8.36	73	2.31	75	1.53	77	Reading
114	Richmond (Richmond City, Chesterfield and Henrico Cos., Va.)	MR	5,867	13.57	118	3.60	117	2.31	116	Richmond

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

PORTLAND, MAINE

BASIC NEW ENGLAND TEST MARKET

The Portland, Maine newspapers regularly carry 50% more national dollar volume than any other paper of comparable situation. National advertisers long ago recognized the sales potential of this great market and have placed more of their money here year after year. Yet there is plenty of room for more sales—Dollars are available ($225,650,000 Total Income) — Spending habits are established ($168,792,000 Retail Sales) and the desire for more and better things uppermost (Everybody wants everything).

Remember

When you tell your sales story in the Press Herald-Evening Express you are doing business in the

Largest Metropolitan Area

Largest Wholesale Center

Largest Newspaper Circulation

North of Boston

Metropolitan Portland

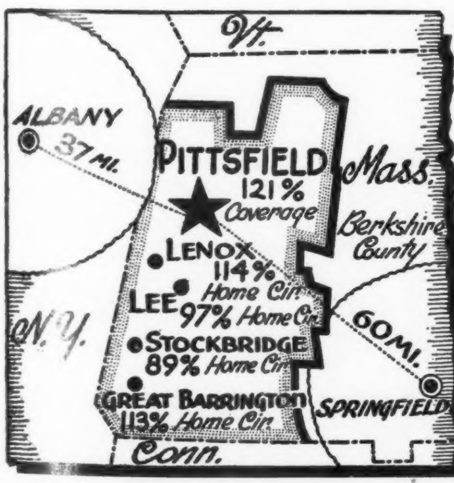
Income	$225,650,000	Eating & Drinking	$ 8,389,000
Retail Sales	$168,792,000	Apparel	$13,906,000
Food	$ 48,708,000	Gas Service Stations	$ 9,539,000
Gen. Mdse.	$ 16,224,000	Lumber & Bldg. Material	$ 5,431,000
Furn.-Hshld.	$ 9,031,000	Hardware	$ 1,494,000
Automotive	$ 25,926,000	Liquor Stores	$ 4,328,000
Drugs	$ 4,649,000	Jewelry Stores	$ 1,825,000

PORTLAND, MAINE

Basic New England Test Market

Press Herald Evening Express

Sunday Telegram



THE BIG QUESTION: —

CAN so-called big-city media and popular magazines REALLY cover this fine market? The statistical answer is shown here.

BERKSHIRE EVENING EAGLE ALONE Has Preponderant Coverage in Metropolitan Berkshire County

Outside Newspaper Coverage*		Outside Magazine Coverage: City Zone (Weeklies)		City Zone (Monthlies)	
Paper "A"	1%	Life	25%	Women's Home Companion	20%
Paper "B"	½%	Satevepost	16%	Ladies Home Journal	16%
Paper "C"	½%	Colliers	15%	American	14%
BERKSHIRE EVE. EAGLE	121%				

*figures on file in our office

Two salient facts make this an unusually rich and responsive market. (1) Stabilized industry and high wages. (2) Can only be covered through its home newspaper, The Berkshire Evening Eagle, reaching 121% of its city homes and 70% of the entire metropolitan area.

The map visualizes Pittsfield's isolation from other cities and points up circulation coverage in the more important communities in the metropolitan county area.

THE BERKSHIRE EAGLE

PITTSFIELD, MASS.

Represented by The Julius Mathews Special Agency, Inc.

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EX-PENDI-TURES PER FAMILY	RATIO	EX-PENDI-TURES PER $1,000 RETAIL	RATIO	EX-PENDI-TURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
115	Roanoke (Roanoke City, Roanoke Co., Va.)	MR	4,692	7.54	66	1.86	60	1.61	81	Roanoke
116	Rochester (Monroe Co., N. Y.)	MR	5,850	11.11	97	3.05	99	1.90	95	Rochester
	Rock Island, Ill. (See Area 36)									
117	Rockford (Winnebago Co., Ill.)	MR	5,644	9.76	85	2.07	67	1.73	87	Rockford
	Rome, N. Y. (See Area 150)									
118	Sacramento (Sacramento Co., Cal.)	MR	5,581	9.41	82	2.47	80	1.69	85	Sacramento
119	Saginaw (Saginaw Co., Mich.)	EP	5,440	5.91	51	1.62	53	1.09	55	Saginaw
120	St. Joseph (Buchanan Co., Mo.)	EP	4,835	7.06	61	2.17	70	1.46	73	St. Joseph
121[2]	St. Louis (St. Louis City, St. Charles and St. Louis Cos., Mo.; Madison and St. Clair Cos., Ill.)	MR-Pub	5,492	11.79	103	3.46	112	2.15	108	St. Louis, E. St. Louis, Alton, Belleville, Edwardsville, St. Charles
	St. Paul, Minn. (See Area 89)									
	St. Petersburg, Fla. (See Area 144)									
122	Salt Lake City (Salt Lake Co., Utah)	MR	5,633	10.93	95	2.82	92	1.94	97	Salt Lake City
123	San Angelo (Tom Green Co., Texas)	EP	4,741	5.14	45	1.17	38	1.08	54	San Angelo
124	San Antonio (Bexar Co., Texas)	MR	5,439	8.62	75	2.39	78	1.59	80	San Antonio
125	San Bernardino (San Bernardino Co., Cal.)	EP-Pub	3,784	6.39	56	2.24	73	1.69	85	San Bernardino, Ontario, Redlands
126	San Diego (San Diego Co., Cal.)	MR-Pub	5,370	13.24	115	4.09	133	2.47	124	San Diego
127	San Francisco-Oakland (Alameda, Contra Costa, Marin, San Francisco, San Mateo, and Solano Cos., Cal.)	MR-Pub	5,908	13.52	118	3.81	124	2.29	115	San Francisco, Oakland, Alameda, Berkeley, Burlingame, Hayward, Martinez, Palo Alto, Pittsburg, Redwood City, Richmond, San Mateo, San Rafael, Vallejo
128	San Jose (Santa Clara Co., Cal.)	EP-Pub	4,941	8.35	73	2.32	75	1.69	85	San Jose, Gilroy, Palo Alto
129	Savannah (Chatham Co., Ga.)	EP	4,895	6.80	59	2.22	72	1.39	70	Savannah
	Schenectady, N. Y. (See Area 2)									
130	Scranton (Lackawanna Co., Pa.)	MR	5,164	12.00	104	3.77	122	2.32	116	Scranton, Carbondale
131	Seattle (King Co., Wash.)	MR	6,234	11.22	98	3.32	108	1.80	90	Seattle

[2] Includes data from St. Louis Star-Times which suspended publication June 1951.

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

Here's how Ohio's 8 major markets compared in retail sales in 1951

MARKET	HOUSEHOLDS	TOTAL RETAIL SALES	FOOD SALES	GENERAL MERCHANDISE SALES	HOUSEHOLD FURNISHINGS SALES	DRUG STORE SALES	LIQUOR SALES	AUTOMOTIVE SALES
CLEVELAND (a)	624,681	2,518,709,000	666,392,000	357,840,000	117,940,000	77,773,000	65,682,480	434,726,000
CINCINNATI (b)	397,689	1,323,143,000	345,373,000	153,764,000	62,886,000 (c)	37,690,000	21,201,751 (c)	217,226,000
TOLEDO	268,038	1,005,026,000	240,696,000	103,287,000	49,796,000	26,846,000	16,376,019	204,890,000
COLUMBUS	246,941	840,815,000	188,800,000	105,432,000	38,747,000	23,647,000	15,008,601	150,409,000
DAYTON (b)	189,150	680,597,000	162,926,000	82,910,000	30,391,000	21,900,000	13,242,377	121,696,000
AKRON (a)	148,801	554,906,000	143,227,000	76,265,000	22,666,000	14,848,000	9,873,095	110,415,000
YOUNGSTOWN	145,967	536,904,000	142,746,000	61,740,000	27,038,000	12,199,000	11,632,710	97,082,000
CANTON	128,158	453,785,000	110,292,000	46,638,000	24,610,000	10,601,000	6,925,007	77,488,000

TRY TESTING TOLEDO

(a) Summit, Portage and Medina Counties credited to Cleveland Retail Trading Area and Akron Retail Trading Area—and included in totals for both.

(b) Warren County credited to Cincinnati Retail Trading Area and Dayton Retail Trading Area—and included in totals for both.

(c) Figures are not available for the following counties in the Cincinnati Retail Trading Area: Household Furnishings Sales for Grant and Gallatin Counties, Kentucky; Liquor Sales for Kenton, Campbell, Grant, Pendleton, Bracken, Boone and Gallatin Counties, Kentucky, and Dearborn, Franklin, Ohio, Ripley and Switzerland Counties, Indiana.

● SOURCES OF DATA: Sales Management Survey of Buying Power (1952) ● Ohio Department of Liquor Control ● Michigan Liquor Control Commission ● U. S. Bureau of the Census.

TOLEDO BLADE *Daily and Sunday*
TOLEDO TIMES *Morning*

●

REPRESENTED BY MOLONEY, REGAN, and SCHMITT

National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EXPENDITURES PER FAMILY	RATIO	EXPENDITURES PER $1,000 RETAIL	RATIO	EXPENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
132	Shreveport (Caddo Parish, La.)	Pub	5,938	7.31	64	1.85	60	1.23	62	Shreveport
133	Sioux City (Woodbury Co., Iowa)	MR	5,701	6.61	58	1.57	51	1.16	58	Sioux City
134	Sioux Falls (Minnehaha Co., S. D.)	EP	6,289	5.42	47	1.22	40	.86	43	Sioux Falls
135	South Bend (St. Joseph Co., Ind.)	MR	6,428	5.84	51	1.38	45	.91	46	South Bend
136	Spokane (Spokane Co., Wash.)	MR	5,522	12.55	109	3.73	121	2.27	114	Spokane
137	Springfield (Sangamon Co., Ill.)	EP	5,350	7.59	66	1.99	65	1.42	71	Springfield
138	Springfield-Holyoke (Hampden and Hampshire Cos., Mass.)	EP-Pub	5,499	10.01	87	2.75	89	1.82	91	Springfield, Holyoke, Northampton
139	Springfield (Green Co., Mo.)	EP	4,508	4.85	42	1.55	50	1.08	54	Springfield
140	Springfield (Clark Co., Ohio)	EP	5,399	9.30	81	2.75	89	1.72	86	Springfield
	Stamford, Conn. (See Area 19)									
	Steubenville, Ohio (See Area 154)									
141	Stockton (San Joaquin Co., Cal.)	MR	5,384	5.46	48	1.52	49	1.01	51	Stockton
	Superior, Wis. (See Area 42)									
142	Syracuse (Onondaga Co., N. Y.)	MR	5,227	12.74	111	3.24	105	2.45	123	Syracuse
143	Tacoma (Pierce Co., Wash.)	MR	5,761	9.16	80	3.23	105	1.59	80	Tacoma
144	Tampa-St. Petersburg (Hillsborough and Pinellas Cos., Fla.)	MR-EP Pub	4,009	7.32	64	2.17	70	1.83	92	Tampa, St. Petersburg
145	Terre Haute (Vigo Co., Ind.)	EP	4,653	6.39	56	1.89	61	1.37	69	Terre Haute
146	Toledo (Lucas Co., Ohio)	MR	6,289	14.71	128	3.62	118	2.34	117	Toledo
147	Topeka (Shawnee Co., Kans.)	EP	5,647	4.84	42	1.43	46	.86	43	Topeka
148	Trenton (Mercer Co., N. J.)	MR	6,456	8.39	73	1.81	59	1.30	65	Trenton
	Troy, N. Y. (See Area 2)									
149	Tulsa (Tulsa Co., Okla.)	MR	5,153	8.84	77	2.46	80	1.72	86	Tulsa
150	Utica-Rome (Herkimer and Oneida Cos., N. Y.)	MR-EP Pub	4,838	7.14	62	1.89	61	1.48	74	Utica, Rome, Herkimer, Little Falls
151	Waco (McLennan Co., Texas)	EP	4,590	6.02	52	1.67	54	1.31	66	Waco
152	Washington (District of Columbia; Alexandria and Falls Church Cities, Arlington and Fairfax Cos., Va.; Montgomery and Prince Georges Cos., Md.)	MR-Pub	6,563	16.19	141	3.74	121	2.47	124	Washington, Alexandria

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from Publisher.

TODAY, THERE IS A BETTER WAY...

The pre-cooked, pre-packaged heat 'n eat apple pie of modern times was not available in Grandma's day—likewise, for yesterday's advertiser market facts were incomplete and difficult to evaluate. Today however, readily accessible market material produces a much more profitable selection of advertising media.

FIRST 3 Markets Group offers you a responsive audience of nearly 2/3 of all families in the 3 City and Suburban areas of New York, Chicago and Philadelphia. These 3 compact markets account for 18% of total U. S. Retail sales, 1/6 of Drug sales, 1/5 of Food sales, 1/5 of Furniture and Appliance sales, and over 1/4 of total U. S. Apparel sales.

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National Newspaper Dollars Penetrations by Metropolitan County Areas (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EXPENDITURES PER FAMILY	RATIO	EXPENDITURES PER $1,000 RETAIL	RATIO	EXPENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
	Waterbury, Conn. (See Area 94)									
153	Waterloo (Black Hawk Co., Iowa)	EP-Pub	5,848	4.82	42	1.25	41	.82	41	Waterloo, Cedar Falls
154	Wheeling-Steubenville (Brooke, Hancock, Marshall and Ohio Cos., W. Va.; Belmont and Jefferson Cos., Ohio)	EP-Pub	4,750	5.69	50	2.00	65	1.20	60	Wheeling, Steubenville, Martins Ferry, Weirton
155	Wichita (Sedgwick Co., Kans.)	MR	5,424	14.27	124	3.59	117	2.63	132	Wichita
156	Wichita Falls (Wichita Co., Texas)	Pub	5,574	7.32	63	1.64	53	1.31	66	Wichita Falls
157	Wilkes-Barre-Hazleton (Luzerne Co., Pa.)	Pub	5,092	7.02	61	2.21	72	1.38	69	Wilkes-Barre, Hazleton, Pittston
158	Wilmington (New Castle Co., Del.; Salem Co., N. J.)	EP	5,976	8.86	77	2.22	72	1.48	74	Wilmington
159	Winston-Salem (Forsythe Co., N. C.)	EP	5,485	5.73	50	2.00	65	1.05	53	Winston-Salem
160	Worcester (Worcester Co., Mass.)	MR-Pub	5,134	8.53	74	2.18	71	1.66	83	Worcester, Athol, Ainton, Fitchburg, Gardner, Leominster, Milford
161	York (York Co., Pa.)	EP-Pub	5,612	4.63	40	1.45	47	.83	42	York, Hanover
162	Youngstown (Mahoning and Trumbull Cos., Ohio; Mercer Co., Pa.)	MR-Pub	5,903	8.14	71	2.29	74	1.38	69	Youngstown, Niles, Warren
	Metropolitan Area Average	....	5,755	11.49	100	3.08	100	2.00	100	

Potential National Newspaper Dollars Penetrations

(See Explanation on page 84)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EXPENDITURES PER FAMILY	RATIO	EXPENDITURES PER $1,000 RETAIL	RATIO	EXPENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
163	Abilene (Taylor Co., Texas)	EP	4,256	4.55	40	1.04	34	1.07	54	Abilene
164	Anderson (Madison Co., Ind.)	Pub	4,953	6.96	61	2.28	74	1.41	71	Anderson
165	Battle Creek (Calhoun Co., Mich.)	EP	5,108	4.45	39	1.10	36	.87	44	Battle Creek
166	Biloxi-Gulfport (Harrison Co., Miss.)	EP	4,180	3.02	26	1.12	36	.72	36	Biloxi, Gulfport
167	Brownsville-Harlingen-McAllen (Cameron and Hidalga Cos., Texas)	Pub	4,055	3.91	34	1.31	43	.96	48	Brownsville, Harlingen, McAllen
168	Colorado Springs (El Paso Co., Colo.)	EP	4,656	6.63	58	1.84	60	1.42	71	Colorado Springs
169	Dubuque (Dubuque Co., Iowa)	EP	6,379	5.39	47	1.23	40	.84	42	Dubuque
170	Elmira (Chemung Co., N. Y.)	EP	4,901	5.85	51	1.40	45	1.19	60	Elmira
171	Fayetteville (Cumberland Co., N. C.)	EP	5,228	4.32	38	1.44	47	.83	42	Fayetteville

Source: MR—Media Records; EP—Editor and Publisher; Pub—direct from publisher.

Potential National Newspaper Dollars Penetrations (Continued)

AREA	CITY AND COUNTY	LINAGE FROM	NET E. B. INCOME PER FAMILY SM ESTIMATES 1951	EXPENDITURES PER FAMILY	RATIO	EXPENDITURES PER $1,000 RETAIL	RATIO	EXPENDITURES PER $1,000 E. B. I.	RATIO	NEWSPAPER CITIES INCLUDED
172	Fort Smith (Sebastian Co., Ark.)	Pub	3,748	7.94	69	2.14	69	2.12	106	Fort Smith
173	La Crosse (La Crosse Co., Wis.)	EP	5,135	5.01	44	1.29	42	.98	49	La Crosse
174	Lewiston-Auburn (Androscoggin Co., Maine)	EP	4,321	4.00	35	1.20	39	.92	46	Lewiston, Auburn
175	Lynchburg (Lynchburg City, Campbell Co., Va.)	EP	4,599	4.76	41	1.30	42	1.03	52	Lynchburg
176	Monroe-West Monroe (Ouachita Co., La.)	Pub	4,677	5.21	45	1.38	45	1.11	56	Monroe
177	Muskegon (Muskegon Co., Mich.)	EP	5,490	4.91	43	1.23	40	.89	45	Muskegon
178	New Castle (Lawrence Co., Pa.)	EP	4,992	3.57	31	1.08	35	.71	36	New Castle
179	Newport News (Hampton and Newport News Cities, Elizabeth City Co. and Warwick Co., Va.)	EP	5,109	5.19	45	1.66	54	1.02	51	Newport News
180	Pensacola (Escambia Co., Fla.)	EP	3,770	7.02	61	2.57	83	1.86	93	Pensacola
181	Portsmouth (Scioto Co., Ohio)	EP	4,098	3.24	28	1.15	37	.79	40	Portsmouth
182	Riverside (Riverside Co., Cal.)	EP	3,978	2.46	21	.78	25	.62	31	Riverside
183	Salem (Marion Co., Ore.)	EP	4,181	3.83	33	1.07	35	.92	46	Salem
184	Texarkana (Bowie Co.,Texas; Miller Co., Ark.)	EP	3,444	6.13	53	2.10	68	1.78	89	Texarkana
185	Tucson (Pima Co., Ariz.)	EP	5,130	6.38	56	1.85	60	1.24	62	Tucson
186	West Palm Beach (Palm Beach Co., Fla.)	EP	4,121	4.58	40	1.10	36	1.11	56	West Palm Beach
187	Williamsport (Lycoming Co., Pa.)	EP	4,961	4.31	38	1.33	43	.87	44	Williamsport
	Potential Metropolitan Area Average	....	.....	4.94	42	1.40	45	1.05	53	

Source: EP—Editor and Publisher; Pub—direct from publisher.

As of 10/8/52, the Government transferred Dubuque (Area 169) and Hampton-Newport News-Warwick (Area 179) to the "Standard" list of areas too late for re-figuring the above table. See foreword.

New Metropolitan Areas for Canada

SM examines the County Line concept versus the Population Density concept of marketing areas for the Dominion. Differences in approach arise out of the fact that Canada's metropolitan city-centers are relatively few in number.

Marketing men have long been seeking for Canada a workable metropolitan area concept which would help focus attention on the relatively small number of urban areas which account for the bulk of Canada's marketing activity. In connection with the 1951 Canadian Census of Population, the Dominion Bureau of Statistics has taken a step in this direction by issuing population data for 31 officially designated "Census Metropolitan Areas."

The Bureau confined itself initially to 14 of the larger cities of Canada which have well-defined satellite communities in close economic, geographic, and social relationship to the city proper. Population data are available for these areas not only for 1951, but for 1941.

In connection with the new Census of 1951, however, the DBS established analogous "metropolitan" area definitions for an additional 17 cities for which "there are adjacent areas with urban characteristics and in which the population of the central city is over 25,000." Unfortunately, the DBS omitted from its designation of these additional urban areas the cities of Regina and Saskatoon, both of which have population over 50,000, on the grounds that these cities "did not have well-defined satellite communities." Nevertheless, any listing of Canadian metropolitan areas would certainly be incomplete without these two cities, so we have included them in our tabulations.

There is, however, a more fundamental difficulty impeding the use of these metropolitan area definitions which American marketing men can comment on out of their own experience. And the difficulty is simply this: The definition of the boundaries of the satellite areas follow a population density contour, and therefore cut across corporate, municipal, and county lines. These definitions are similar in concept to the "metropolitan districts" of the 1940 United States Census, which were composed of minor civil divisions in and around cities of more than 50,000 inhabitants, having a population density of 150 persons per square mile.

In making up these districts it was sometimes decided to include a few less densely populated civil divisions on the basis of special qualifications; in other cases only a portion of a minor civil division was included if the division had a large area and the principal concentration of population was in a small section in or near the central city, with the more remote sections being sparsely settled. In such cases, the unit considered was not the minor civil division but component enumeration districts. A metropolitan district was thus not a political unit but rather an area including all of the thickly settled territory in or around a city or group of cities, and tended to be a more or less integrated area with common economic, social and often—but not always—administrative interests.

However, it was this lack of administrative interests which proved to be the Achilles heel of the definition. In the decade after the 1940 metropolitan districts were established, there have been very few, if any, major marketing uses made of these district definitions. The reason is that the boundary definitions were so complicated and detailed that it proved impossible to secure sales data for these areas without investing a hugh

research effort. Consequently, these essentially unworkable metropolitan district definitions were soon scrapped and replaced by a metropolitan *county* area concept which in the United States has proved to be quite successful.

In the official set of 168 metropolitan area definitions set up by the U.S. Census Bureau in 1950 all areas consist of one or more entire counties, except for New England, where the area definitions are based on groups of townships. SM believes that the U.S. Government's decision to define the metropolitan areas of New England in terms of townships, rather than counties, will prove to be unwise because of the lack of statistical data for townships which would permit comparisons with other areas. In other words, use of the township unit involves the same error committed when the metropolitan district concept was developed. Accordingly, SM's New England area definitions follow county lines, although conforming as closely as possible to the "township" areas recognized by the Federal Committee on Standard Metropolitan Areas.

The general concept adopted by the Federal Committee and followed by SM is one of an integrated, economic unit with a large volume of daily travel and communication between the central city and the outlying parts of the area. The following principles were adopted as a guide in applying this general concept to the definition of individual areas:

1. Each standard metropolitan area must include at least one city of 50,000 or more. Areas may cross state lines.

2. Where two cities of 50,000 or over were within 20 miles of each other, they were ordinarily included in the same area.

3. Each county included in the standard metropolitan area had either 10,000 non-agricultural workers or 10% of the non-agricultural workers in the area, or more than one-half of the county's population must have been included in the "metropolitan district" as defined by the Bureau of the Census. In addition, non-agricultural workers must constitute at least two-thirds of the total employed labor force of the county.

4. Each county included in the standard metropolitan area must be economically and socially integrated with the central counties of the area. A county has been regarded as integrated (a) if 15% of the workers living in the county work in the central county of the area or (b) if 25% of those working in the county live in the central county of the area or (c) if telephone calls from the county to the central county of the area average more than four calls per subscriber per month. Where satisfactory data are lacking, considerable reliance is necessarily placed on informed local opinion. The application of these principles has finally yielded 162 metropolitan areas in the U.S., defined along county lines, which have been enthusiastically and universally accepted by marketing experts, distributors, advertising agencies, manufacturers, etc., for the comparison of sales performance in the key markets of the United States.

Now, in passing over from the metropolitan district concept to the metropolitan county concept, it was frequently found necessary to include large land areas, frequently sparsely settled, which would not really be regarded as urban in character. Yet, it was felt that the distortions introduced in the final data were not great enough to outweigh the advantages growing out of the use of the simple county definition.

To illustrate some of the extreme differences between the two concepts, we have chosen a half dozen U.S. metropolitan areas, with the relevant 1940 Census data. See chart below.

It will be noted here that in some cases nearly twice as many people were involved in a metropolitan county area as in the case of the metropolitan district. It is in the light of these considerations that we offer our efforts to redefine the Canadian metropolitan areas in terms of counties and Canadian Census divisions, which correspond to counties. (See page 178)

In only four areas (Montreal, Quebec, Ottawa, and Winnipeg) was it necessary to include counties other than the parent county. By and large, with the exception of St. John, N. B., the population totals included in the metropolitan county areas are greater than those of the metropolitan areas as defined by the DBS.

The largest divergence occurs with respect to Victoria, for which the county definition (Division 5 in B.C.) covers about twice as many people as are in the DBS definition of the Victoria metropolitan area. Other divergences, however, are well within the range encountered in the U.S.

It must be noted that these county definitions are offered with great caution, for there are some difficulties involved in their use. County lines in Canada are in some cases drawn in a rather perverse way, from the standpoint of their use as self-contained market areas. For example, county lines in Quebec on the north shore of the St. Lawrence River are long narrow strips running north of the river. Thus, the county of St. Maurice includes the two separate areas of Shawnigan Falls and Trois Rivieres. Much of the trade in the latter city is associated with part of Champlaign County and Nicolet County across the St. Lawrence. Subsequent examination by Canadian marketing experts might result in the inclusion of Nicolet County along with St. Maurice County as the metropolitan area for the multiple city market of Shawnigan Falls-Trois Rivieres.

Another difficulty is found in the definition of the Winnipeg market as including all of Division 6 (Manitoba), which means the inclusion of nearly 30,000 persons in the rich farming areas of the Portage Plains and the Red River Valley. Similar difficulties affect other metropolitan areas where the use of county lines

	Metropolitan District Definition			Metropolitan County Area Definition			
	Pop. thous.	Land Area in Square Miles	Pop. per Square Mile	Pop. thous.	Land Area in Square Miles	Pop. per Square Mile	Pop. of County Area as % of District
Atlanta, Ga.	442.3	257.5	1718	518.1	1140	455	117.2
Charleston, W. Va.	136.3	281.6	484	276.2	1567	176	202.6
Duluth, Minn.-Superior, Wis.	157.1	488.4	343	254.0	7591	34	161.8
Fresno, Cal.	97.5	164.6	592	178.6	5985	30	183.1
Johnstown, Pa.	151.8	215.7	704	298.4	1779	168	196.6
San Jose, Cal.	129.4	242.1	534	174.9	1305	134	135.2

requires departure from a strictly urban concept. Whether or not these departures are considered too large can be ultimately answered only by Canadian marketing experts. We offer these definitions principally to stimulate thinking on the part of Canadians on a vital marketing problem. We can say this however: These Canadian county definitions probably will be used by Americans who are familiar with the usefulness of the concept and who wish to assemble Canadian data comparable to what is available for the U.S.

One final point should be stressed: If the DBS metropolitan area definitions are to have any marketing use at all, it will be necessary for the Bureau to make available for each area the full range of retail and wholesale trade data collected in the 1951 Canadian Census of Retail and Wholesale Trade. At present, however, Bureau officials plan to release such data merely for the dozen largest areas. This fact alone will make it impossible to evaluate the market characteristics of the other metropolitan areas. And in such a case there would be no alternative to the use of metropolitan county definitions for marketing purposes.

The Canadian Census Bureau's Case For Population Density Areas

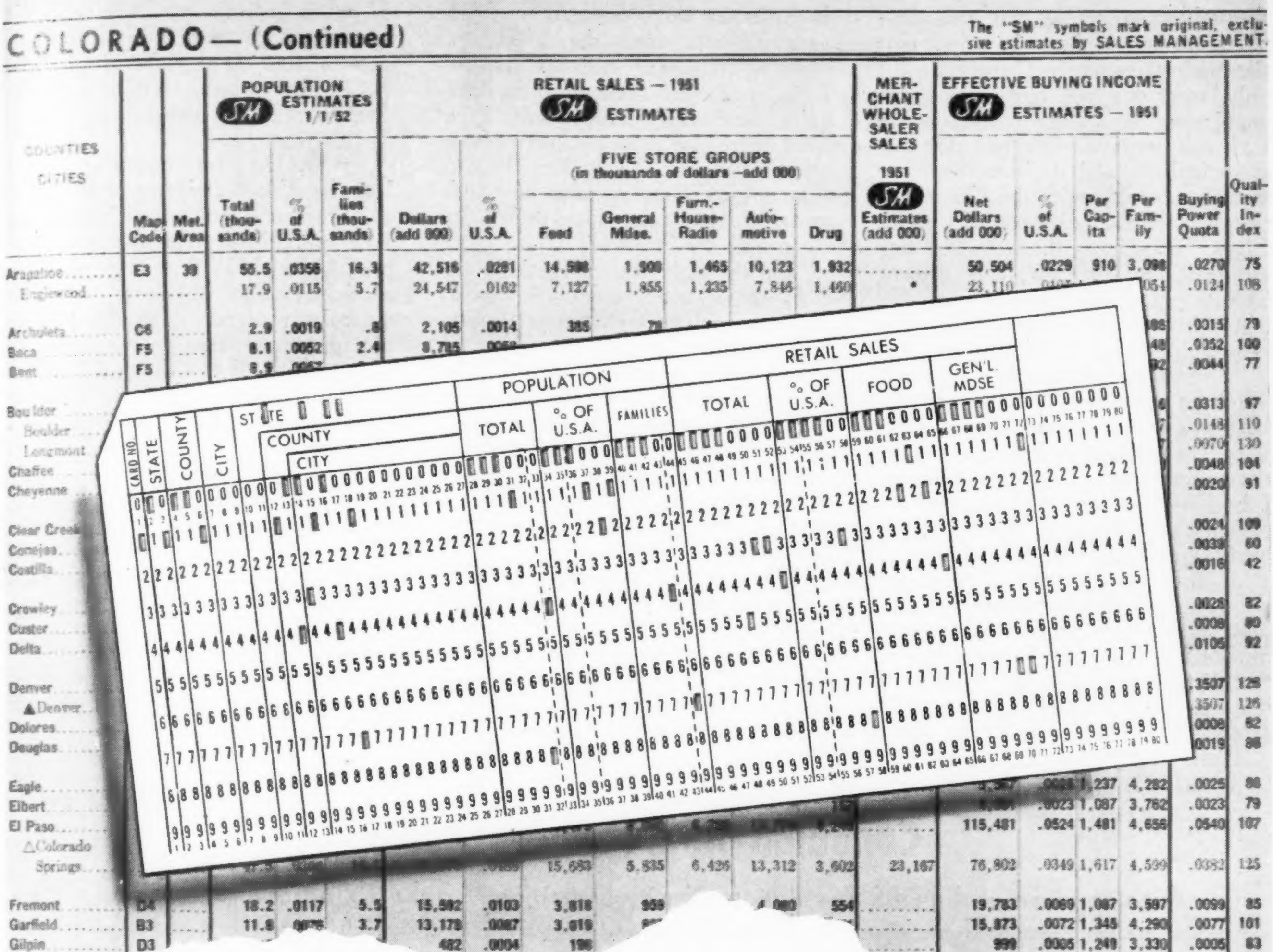
L. J. Forsyth, acting director of the Census Division of the Canadian Dominion Bureau of Statistics commented on the Sales Management proposal that Canadian marketing areas be defined along county lines as follows:

"Whether this definition would serve the Canadian scene as well as it does in the U.S., I am not altogether sure. Possibly the following comments to elaborate on this may help to explain my point of view:

"In Canadian censuses, as much information as possible is now published on a county basis, and only very detailed tabulations such as individual occupational classes and the like are the exceptions. For this reason, it would be a very simple matter for users of census statistics to group the figures for the county or two comprising any of the areas you have described to obtain the required data.

"On the other hand, I feel there is a definite need in Canada for the concept of a metropolitan area along the lines we are presently using. However, I would like to see more simplified boundaries to the extent of eliminating 'parts' of municipalities and to redefine some of the existing metropolitan areas on a more uniform basis. Census tabulations for the parishes, municipalities, etc., comprising our metropolitan areas are being carried out in the 1951 Census to a greater extent than in any census previously. It was not possible, however, to include the smaller cities in the detailed program for the 1951 Census, but there is no reason why this cannot be done in future censuses.

"Perhaps the answer lies in the use of two sets of criteria, as I think there is room for both the 'metropolitan area' and the 'marketing area' concept in Canada. This may be the result of the fact that the counties and census divisions in Canada seem to be larger on the average than in the U.S., and otherwise do not lend



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themselves so readily for this purpose. One must bear in mind that the territorial units in Canada are not only larger as a rule, but have smaller population than their corresponding U.S. counterparts. We feel that our municipalities and parishes, etc., are more comparable with the U.S. counties than the Canadian counties themselves. Thus it would seem that our metropolitan areas on their present basis are probably more comparable now with the U.S. than on the more extended 'county' basis.

"Perhaps one or two examples will illustrate my views. The Metropolitan Area of Saint John is one I consider has well-defined boundaries at the present time. It consists of Saint John City, Rothesay Village, and the parishes of Lancaster, Rothesay, Simonds and Westfield. The change to a 'county' definition would eliminate two rapidly developing urbanized parishes with a high proportion of 'city' residents in favor of two sparsely settled distinctly rural ones. I am sure that the buying habits of the 5,233 people (7% of the metropolitan area) in Rothesay and Westfield would be very different from the 1,393 residents of Musquash and St. Martin's (2%) and distortions up to the foregoing percentages could result. I believe there are more serious ones in other cities, but this typifies the fact that not only the number of people are affected but the characteristics of the people are involved.

"On the basis of a 'marketing area' I do not believe it would be too far afield to include both Kings County and St. John County. In this event all of these parishes would be included. However, while I believe the Town of Sussex in Kings County, approximately 40 miles from Saint John, might conceivably form part of its marketing area, I cannot see it a part of the Metropolitan Area of Saint John.

"The City of London is another obvious example I have noted in passing over the list. I believe that by extending our present boundaries to include the whole of Westminster and London townships, although the added parts are well beyond the range of urban growth, would be the limit one might go in defining its metropolitan area. The cities of Victoria, B.C., St. John's, Nfld., and the Prairie cities are also very noticeable in this regard.

"Winnipeg, for example, would lose the 25,000 residents of the town of Transcona and municipalities of East and North Kildonan and gain probably an equal number of farm residents embracing large tracts of agricultural land. Although I have not examined the smaller cities, I would think that this would be intensified for them since their influence does not, as a rule, extend as far from the central city. (Editor's note: True if they are not independent.)

"Despite these difficulties, however, it would seem to me that there would be no difficulty in providing useful market statistics using both concepts, although, as you have pointed out, there are certainly more data available at the county level. But I do not believe this means we should scrap our metropolitan areas altogether as presently defined."

Canadian Metropolitan Areas

A comparison of the DBS Population Density Definition and the SM County Definition

DBS DEFINITION				SALES MANAGEMENT DEFINITION				
Metropolitan Area	Population in thousands		% Gain	Metropolitan County Area	Population in thousands		% Gain	County Area as % of DBS Metropolitan Area
	1951	1941			1951	1941		
NOVA SCOTIA								
Halifax	133.9	98.6	+35.8	Halifax	162.2	122.7	+32.2	121.1
Sydney-Glace Bay	104.2	*	....	Cape Breton	120.3	110.7	+ 8.7	115.5
NEW BRUNSWICK								
Moncton	45.3	*	....	Westmoreland	80.0	64.5	+24.0	176.6
Saint John	78.3	70.9	+4.4	Saint John	74.5	68.8	+ 8.3	95.1
QUEBEC								
Montreal	1,395.4	1,145.3	+21.8	Total 3 Counties	1,435.9	1,170.9	+22.6	102.9
Montreal Island	1,320.2	1,116.8	+ 18.2	Montreal Island	1,320.2	1,116.8	+18.2	100.0
Jesus Island (pt.)	14.7	6.4	+129.7	Jesus Island	37.8	21.6	+75.0	257.1
Chambly (pt.)	60.4	22.1	+173.3	Chambly	77.9	32.5	+139.7	129.0
Quebec	274.8	224.8	+22.2	Total 2 Counties	296.5	241.0	+23.0	107.9
Quebec City (pt.)	241.5	196.0	+23.2	Quebec	252.9	202.9	+24.6	104.7
Levis City (pt.)	33.3	28.8	+15.6	Levis	43.6	38.1	+14.4	130.9
Sherbrooke	52.2	*	....	Sherbrooke	62.2	46.6	+33.5	119.2
Shawinigan Falls	49.7	*	....	St. Maurice	93.9	80.4	+16.8	79.6
Trois Rivieres	68.3	*	....					
ONTARIO								
Brantford	52.2	*	....	Brant	72.9	56.7	+28.6	139.[illegible]
Fort William—Port Arthur	71.9	*	....	Thunder Bay	105.4	85.2	+23.7	146.6
Guelph	30.4	*	....	Wellington	66.9	59.5	+12.4	220.[illegible]
Hamilton	259.7	197.7	+31.4	Wentworth	266.1	206.7	+28.7	102.8
Kingston	49.3	*	....	Frontenac	66.1	53.7	+23.1	134.7
Kitchener	82.4	*	....	Waterloo	126.1	98.7	+27.8	153.0

* Data not available.

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and also in the 32 *Metropolitan areas

* as defined by Sales Management on county lines.

Metropolitan Area	County	1951 Retail Store Sales % of Can.	WPM Circulation
NOVA SCOTIA			
Halifax	Halifax	1.7034	11,108
Sydney-Glace Bay	Cape Breton	.7798	9,055
NEW BRUNSWICK			
Moncton	Westmoreland	.6585	16,085
Saint John	Saint John	.5682	21,037
QUEBEC			
Montreal	Mtl. & Jesus Islds, Chambly	12.7635	147,718
Quebec	Quebec, Levis	2.1131	7,002
Sherbrooke	Sherbrooke	.5328	2,996
Shawinigan Falls } Trois Rivieres }	St. Maurice	.5621	1,789
ONTARIO			
Brantford	Brant.	.5745	3,074
Ft. Wm. & Pt. Arthur	Thunder Bay	1.0054	23,137
Guelph	Wellington	.5159	3,395
Hamilton	Wentworth	2.5267	9,831
Kingston	Frontenac	.4977	14,812
Kitchener	Waterloo	.9679	4,155
London	Middlesex	1.3297	46,245
Oshawa	Ontario	.6696	4,502
Ottawa	Carleton, Hull	2.5484	14,408
Peterborough	Peterborough	.4569	13,510
St. Catharines	Lincoln	.8277	3,041
Sarnia	Lambton	.4664	6,911
Sault Ste. Marie	Algoma	.4521	970
Sudbury	Sudbury	.8454	2,497
Toronto	York	12.9643	157,137
Windsor	Essex	1.7289	2,171
MANITOBA			
Winnipeg	Div. No. 6 9	4.7835	11,257
SASKATCHEWAN			
Regina	Div. No. 6	1.4606	3,620
Saskatoon	Div. No. 11	.8458	2,776
ALBERTA			
Calgary	Div. No. 6	2.4727	5,370
Edmonton	Div. No. 11	2.4181	5,870
BRITISH COLUMBIA			
Vancouver	Div. No. 4	6.7418	144,807
Victoria	Div. No. 5	2.2172	20,347
NEWFOUNDLAND			
St. John's	City	N/A	9,856
TOTAL		68.9986	730,489

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Canadian Metropolitan Areas (Continued)

DBS DEFINITION				SALES MANAGEMENT DEFINITION				
Metropolitan Area	Population in thousands		% Gain	Metropolitan County Area	Population in thousands		% Gain	County Area as % of DBS Metropolitan Area
	1951	1941			1951	1941		
London	121.5	91.0	+33.5	Middlesex	162.1	127.2	+27.4	133.4
Oshawa	51.6	*	....	Ontario	87.1	65.7	+32.6	168.8
Ottawa	281.9	226.3	+24.6	Total 2 Counties	334.8	273.7	+22.3	118.8
Carleton (pt.)	218.6	182.2	+20.0	Carleton	242.2	202.5	+19.6	110.8
Hull (Quebec) (pt.)	63.3	44.1	+43.5	Hull (Quebec)	92.6	71.2	+20.4	146.3
Peterborough	41.2	*	....	Peterborough	60.8	47.4	+28.3	147.6
St. Catherines	67.1	*	....	Lincoln	89.4	65.1	+37.3	133.2
Sarnia	41.3	*	....	Lambton	75.0	56.9	+31.8	181.6
Sault Ste. Marie	40.4	*	....	Algoma	64.5	52.0	+24.0	159.7
Sudbury	70.8	*	....	Sudbury	109.6	80.8	+35.6	154.8
Toronto	1,117.5	909.9	+22.8	York	1,176.6	951.5	+23.7	105.3
Windsor	157.7	124.0	+27.2	Essex	217.2	174.2	+24.7	137.7
MANITOBA								
Winnipeg	354.1	299.9	+18.1	Total 2 Diviisions	389.1	342.6	+13.6	109.9
Division 6 (pt.)	297.0	261.5	+13.6	Division 6	330.1	295.3	+11.8	111.1
Division 9 (pt.)	50.3	33.0	+52.4	Division 9	58.9	47.3	+24.5	117.1
Division 5 (pt.)	6.8	5.5	+23.6					
SASKATCHEWAN								
Regina	69.9†	58.2†	+20.1	Division 6	113.6	108.8	+ 4.4	162.5
Saskatoon	52.7†	43.0†	+22.6	Division 11	84.4	80.0	+ 5.5	160.2
ALBERTA								
Calgary	139.1	93.0	+49.6	Division 6	195.4	147.0	+32.9	140.5
Edmonton	173.1	97.8	+77.0	Division 11	226.2	149.2	+51.6	130.7
BRITISH COLUMBIA								
Vancouver	530.7	377.4	+40.6	Division 4	649.2	449.4	+44.5	122.3
Victoria	104.3	75.6	+38.0	Division 5	215.0	150.4	+43.0	206.1
NEWFOUNDLAND								
St. John's	67.7	*	....	Division 1	149.5	139.7‡	+ 7.0	220.8

* Data not availabl e/ ‡ Data from 1945 Census. † Data for corporate limits only.

A New Training Concept Geared to Buyer Reaction

Its sponsor calls it "reaction selling," and it combines selling techniques with selling phrases. It prepares a salesman to adjust his presentation to the prospect's conversation.

A salesman should be given something to say and be trained to know when to say it. In the past, a sale was explained to a salesman in terms of attention, interest, desire, conviction and action; or need, solution, action and satisfaction. It is difficult to separate an actual sales interview into the stages of either of these. Realizing this difficulty, other trainers have attempted to teach new salesmen only techniques.

A few training specialists suggest that salesmen be taught more specific techniques of comparison, suggestion, explanation, confirmation and conclusion. Too frequently, however, in either case salesmen do not master quickly how and when such techniques should be used. The beginning step, then, is to combine the phase and the technique approaches.

Steps to take to prepare salesmen for reaction selling:

Breakdown a sales interview into phases: Such breakdowns should take into consideration the reaction of the customer and at the same time the techniques and logical sequence of a presentation by the salesman.

Many sales executives will find the breakdown will be:

1. Opening remarks
2. Controlling the interview
   (a) Control questions
   (b) "Trade" talk
3. Cinching agreement
   (a) Familiar sayings
   (b) Analogies, metaphors, and similies
   (c) Planting an idea (seeds)
   (d) Avoiding objections (blocks)
4. Closing
   (a) Final or indirect closes

(b) Answering objections
(c) Direct closes
(d) Parting remarks

You may find a somewhat different pattern for your sales presentation, but a breakdown similar to the above breakdown will seem to a salesman realistic and understandable. After a salesman appreciates the pattern of sales interview he will ask himself, "How do I make a presentation which will follow the customer's reactions and still accomplish my objective?" To provide a salesman with this answer leads us to the next step:

Analyze actual sales interviews made by veteran salesmen: Find the selling phrases, selling sentences, and sales discourses your salesmen use in opening the interview, to keep the sales interview moving, to cinch agreement and ask for the order.

These tested selling "lines" may be obtained by talking with successful salesmen, observing sales presentations or, better still, by recording actual sales interviews.

In selecting ideas to pass on to new salesmen, care should be taken to select only those ideas which do not depend on the rare personality of one or two salesmen. Therefore, give selected selling phrases, sentences, and sales discourses to other mature salesmen so they can test the reaction of a representative group of prospects and customers. You are now ready to classify selling "lines" which stand the test of adaptability for the reference of your new salesmen:

Prepare a booklet containing selected phrases, sentences, and discourses: It should be divided into the four major phases of "Break Down a Sales Interview into Phases." For each phase provide two subsections. In the first subsection, under each phase, tell the salesman how to recognize that phase in an interview and the "why" of the techniques you are going to provide for him. In the second subsection give the salesman, word for word, tested selling phrases, selling sentences, and sales discourses other salesmen have effectively used for that phase of sales interview. It will facilitate the salesman's use of these selling sentences if they are grouped into two categories for each phase: One category should include those selling "lines" needed for each technique in almost every sales situation. They might be labeled a basic "sales story." In another category additional selling "lines" should be included for use in more difficult and unusual sales situations which might arise.

At this point it will probably help you if we digress to explain what will be accomplished by the first three steps which have been outlined.

Opening remarks: You probably will find that the most successful in your type of selling will be interspersed with "accept me" phrases. If you investigate the phrases which bring acceptance, you will find they will not be those with the emphasis on bragging, such as: "Our company is the biggest in the field." "Our company produces the finest quality products." "I am a trained expert who has come to solve your problems." In contrast, one sales trainer found that the most effective "accept me" phrases are:

"Good Morning, Mr. .... You're the .... aren't you? I am Mr. ...., and I just wanted to be sure I was talking to the right man in order to take up as little of your company's time as possible."

Keep the interview moving: In all likelihood you will find many salesmen who can stay with a prospect only as long as they can keep up a barrage of remarks. Whenever they let up or run out of something to say, they are dismissed by the usual techniques of dismissal a buyer develops. When the salesman has no barrage of remarks to offer, the buyer controls the interview from the beginning and may lead the salesman off the subject or into his well-practiced dismissal traps.

The salesman should be taught two techniques for controlling and keeping the interview moving. First, the salesman should be given tested control questions which channel the prospect's remarks along the lines the salesman wants to talk about. Second, the salesman should be taught to engage in "trade" talk. This "trade" talk should be sufficiently specific to engage the customer's interest but not so specific as to result in resistance.

Cinch agreement: The salesman can cinch agreement by using phrases, sentences, and discourses the prospect accepts. Provide the salesman with familiar sayings and acceptable analogies which will help him to accomplish this objective. However, the major "lines" for this purpose should be well-phrased sales discourses to plant ideas which will lead the prospect into the major buying decision.

You will find now that the salesman will have need for sales conversation slanted to direct the prospect to agreement of ideas which depend on his company or product. For the prospect who doesn't agree, the salesman should be given the answers to anticipated objections. In many well conducted sales interviews the salesman will need nothing more, as the prospect will ask to become a customer. Frequently, however, the salesman will need tested "closing lines" to ask for an order.

After each phase, space should be provided in the salesman's booklet so he can add new selling phrases, sentences, sales discourses he develops as he matures. Now, back to the next step in providing integrated sales interview training:

The salesman should learn the selling phrases, selling sentences and sales discourses for each phase of a sale given in the sales presentation booklet: He should learn what to say and when to say it. In the past many salesmen were taught how to answer objections. These salesmen usually hoped the prospect would bring up an objection which he had an answer to, because he knew what to say and do. If the same training procedure were used for other parts of the sales interview, a salesman would be just as enthusiastic about participating in those other phases. At this juncture, it may seem to you that the salesman has been taught a number of disconnected ideas and techniques. In a sense you are right, but it is intended to be this way until the next step in sales interview training is taken:

The trainee should weave the various selling phrases, selling sentences, and sales discourses together for a complete interview: It is probably a good idea to have the salesman write out complete sales interviews in which he records what the customer says and then choose from the booklet what he will say. After writing a few sales interviews, he should be encouraged to practice speaking his sales "lines," playing the role of a prospect as well as his own role. After mastering his material in this manner, it is up to the salesman to select from the suggested selling phrases, sentences and sales discourses the ones he needs for each phase of a specific sales interview.

BY C. L. LAPP
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Washington University


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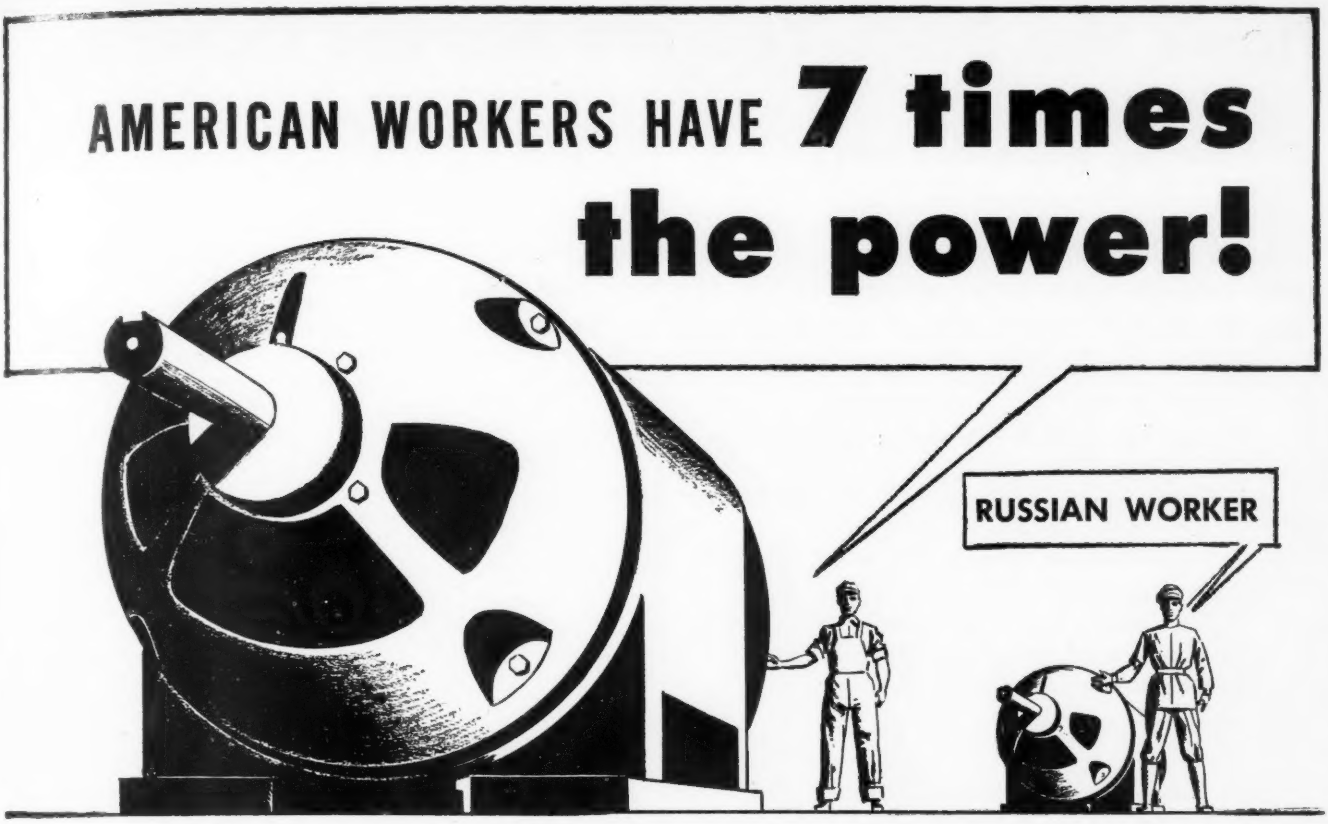

How does America do it?

Why does the American worker have the help of about 7 times as many kilowatt-hours of electric power as is available to the Russian worker?

How can we Americans produce over 40% of the world's goods and bring so much more of everything to everybody with less than 6% of the world's population? Why is the American output per-man-hour still growing faster and faster?

The answers cannot be laughed off nor are they hard to find. In the words of Ralph J. Cordiner, president of the General Electric Company: "The greatest impetus for forward movement still comes when individuals are free to plan and carry out their own ideas without government coercion or unnecessary regulation."

Including estimated expenditures in 1952, private industry in the last seven years will have invested over 150 billion dollars in new plant and equipment. This contrasts with Federal Government investment of not much more than 12 billion for similar purposes in the same period. Moreover most such Government expenses during the last three years have been allocated to military and atomic projects.

Back of all this progress in private industry is the unique American system of competition—our kind of competition that continually stimulates Americans to make things better and to sell them better—and at lower prices.

In America we do not just compete for public office; we also compete in technology, competency of management, individual initiative and distribution—the latter including selling and advertising in all their varied forms.

Our kind of competition promotes the growth of more and more businesses and industries—and this means more jobs and expanding prosperity from which we all benefit.

"Planned economies" and other fancy theories are not for us. The American competitive system has given us the highest standard of living in the world. Let's all work to preserve it.

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THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER OF PEOPLE

How's the Do-It-Yourself Market Doing?

It's booming, and here's why:

Tool and building products manufacturers make the amateur carpenter's odd-job easy by marketing products, blueprints and ideas especially for him and his wife. Here, specifically, are the reasons the market is accelerating:

1. **Building supplies are being packaged in ready-to-use "weekend" kits**
2. **Consumer magazines promote do-it-yourself advertisers all the way through dealers**
3. **Portable power tools are fun to use, thanks to alert manufacturers**
4. **More leisure time means more "creative" time**
5. **More manual training in public schools**
6. **Professionals are scarce, expensive**

Nobody knows who he is, but the first executive to scribble "do-it-yourself" on his memo pad started something that hasn't stopped. He could be a hardware manufacturer, a building supply man—or even an agency idea man. The important thing is that he created sales.

Retail sales for the hardware industry will top $3 billion this year—for the first time. Sales of portable, home-type power and hand tools—drills, saws, grinders, lathes—are climbing.

Total retail lumber sales, up $4.3 billion in 10 years; sale of plywood to amateur carpenters has doubled in seven years. The U.S. Bureau of Labor Statistics figures the do-it-yourself homeowner is, conservatively, 30% of the building supplies market.

Consumer Benefits

When 700 hardware manufacturers exhibited 40,000 items at the National Hardware Show in New York City last month, a visitor, taking a look at power tools, said this: "I used to hire painters and carpenters every time I wanted a job done around home. Now I can't afford it, so I do the job myself. What's more," he remarked, "it's fun."

The old-fashioned handyman, who'd do anything for a dollar an hour, has passed on; the high-priced professional is booked up until June—on *big* jobs, under *contract*.

One of the power tool manufacturers, Black & Decker Manufacturing Co., Towson, Md., was an exhibitor at the hardware trade show. B&D glimpsed the market five years ago, went out after it. In 1947 the company's sales were $17 million; last year, $30 million. And Advertising Manager J. F. Apsey, Jr., says the company expects a 10% sales increase within the next year.

Another exhibitor, OK Fibre Brush Co., Inc., Frederick, Md., took 20% more orders at this year's show than last. Sales Manager Doyle W. Carr says why not? The company is making household paint brushes of brilliant plastic—to catch the eye of women shoppers.

Manufacturers, wholesalers, dealers and advertising agencies are out after the fix-it market through hobby and home service magazine advertising, telling consumers how they can save money by doing it themselves. Creating tools to fit the homeowner's pocketbook and intelligent packaging of materials keep sales coming in.

For example, West Coast plywood manufacturers supply dealers with super market-type displays that hold "handy panels" for the weekend fix-it session. The Forest Fiber Products Co., Forest Grove, Ore., supplies its dealers with "Budget Racks" holding cash-and-carry sizes of Hardboard panels, ideal to tote home. Every panel is labeled with type, grade, price.

Self-service racks are used by lumber dealers all over the country. The Douglas Fir Plywood Association, Tacoma, Wash., advertises lumber in the same tone the soap people take: "Pick up your plywood today—the economical way."

Tile manufacturers, like the S. & W. Moulding Co., Columbus, O., sell tiles and accessories in individual packages to help consumers avoid installation costs. Home kits include chalk, trowel, tape measure, coping saw, complete instructions. Advantage: Dealers don't need professional installers, sales come easier. Perhaps this accounts for the rise in sale of asphalt tile from 90 million sq. ft. to 550 million sq. ft. in one decade. One-third of this is bought by the home handyman.

Congoleum-Nairn, Inc., Kearny, N.J., offers do-it-yourself Gold Seal linoleum tile in 9" x 9" squares that can be sliced into odd shapes with the housewife's butcher knife. And the company makes wall tile that can be pasted on the wall like postage stamps.

Lumber on TV

Lumber dealers themselves are on the alert. Two Chicago lumber yards sponsor weekly TV shows, demonstrate simple steps of good carpentry. Many of the bigger yards are equipped with power saws, invite customers to cut lumber themselves, on the spot.

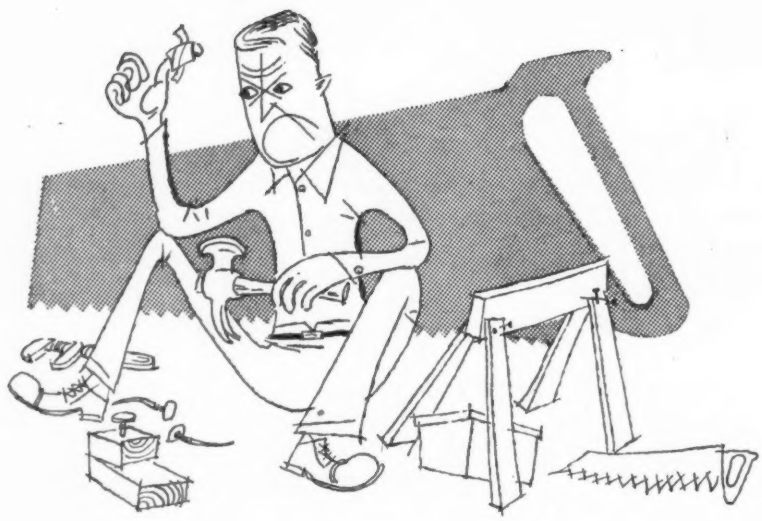
A magazine devoted to distribution and sale of lumber building products, *American Lumberman,* helps lumber and building product dealers sell all kinds of building and remodeling materials through a merchandising kit full of advertising and display materials, "special event" suggestions, spot announcement hints. It is designed to reach out to a market which, according to the magazine, "has already quadrupled the sales of lumber and building product retailers in the past decade."

The magazine tells its readers that the basic approach to do-it-yourself selling should be end-use sales training and merchandising; consumers always buy materials with end-use purpose in mind.

Walter E. Hoadley, Armstrong Cork Company's economist, says the repair and remodeling business is here to stay. And it ought to be, if dealer service and customer relations mean anything. Example: Whiting-Mead, San Diego, and the Connecticut Lumber Co., Waterbury, send staff men to the scene of the amateur builder's job, inspect, make suggestions.

. . . "If she'd just go out and plunk down $65 for a drill press or a band saw, I'd be much more appreciative."

Magna Engineering Corp., Menlo Park, Cal., is a first-class example of do-it-yourself growth in the power tool field. Magna started at zero, grew to a $6 million annual sales volume in four years with sales based on a five-in-one power tool for the home workshop. Magna even hires local manual training teachers and advanced students in industrial arts colleges to demonstrate the tool at retail. The company splits demonstration costs with dealers (SM, May 20, p. 42).



NO PROFESSIONAL, yet he buys 30% of all building supplies sold, is responsible for record sales year in hardware industry. What about 1953?

When it comes to paint, 75% of it is bought by amateurs. Devoe & Raynolds Co., Inc., New York City, puts up "Color Bars" in most company-owned stores. They look like cocktail bars, and operate in about the same way. Customers mix up paint samples in shot glasses, blend and mix in large tumblers until the desired color is obtained. Raynolds can then match the color in quantity.

Paint takes a big bite out of the do-it-yourself market. A strong appeal is being made to women through easy-to-apply paints, lightweight rollers, a batch of new colors.

Paint Sales, Up

Year-round advertising keeps paint sales up; both fall and winter are paint seasons for the amateur painter. With the rollers and lightweight brushes, Mrs. Housewife can paint the kitchen in February. Sale of paint in department stores is 25% higher now than a year ago.

In the power tool field, Black & Decker has already been mentioned. The company's consumer advertising appeals directly to the home dabbler: "Whether you're building a club cellar, garage, a playhouse for the kids, or doing some modest project, you'll make every saw cut neater if you use the B&D Utility electric saw."

Since the introduction of the B&D Utility line in 1946, the company has cultivated the market with consistent and increasing consumer advertising through general media like *The Saturday Evening Post,* through books addressed to the "home" market, such as *Better Homes and Gardens,* and the "farm" and "mechanics" group. B&D points out that the farmers have been doing it themselves for a good many years.

The company's advertising manager, J. F. Apsey, Jr., says Black & Decker was one of the earliest electric tool manufacturers to enter the market aggressively. "This program of cultivating the consumer market is backed up with a thorough dealer program and a constant campaign of dealer sales helps, dealer advertising material and point-of-purchase displays," Apsey declares.

In addition, he remarks, the line is being constantly expanded as new tool units and appropriate accessory items are introduced to expand the usefulness of these units.

The climbing rate of home ownership is another factor in the market's favor. Over 1 million new homes were started last year; there's been a 71% increase in home ownership in the past 10 years.

Whitney Bolton, writing in *The Philadelphia Inquirer,* told his readers how he checked 100 men—from a bank president to a shoe-shine boy —and found that "93 out of 100 privately wanted some kind of tool for Christmas." Said the banker: My wife always gives me gold watches or cigarette cases or other gadgets.

. . . Even the Kitchen Sink

At the New York hardware show, one imaginative tool maker exhibited a device that does almost anything. It is a combination sander and polisher, but through the use of attachments, the housewife can scour pots and pans and sharpen knives with it.

Accessories and fit-on attachments help sell what was once a one-job power tool. An electric drill used to be just that. Now Speed Way Manufacturing Co., Cicero, Ill., offers a Householder Kit for $19.95 that has in it a portable electric drill, with a half-dozen attachments, including abrasive discs, grinding wheels, wire brushes, buffers.

Hobby magazines are creating indirect sales through educational editorial material. One of *Mechanix Illustrated's* recent articles, "How to Use the Screw Cutting Lathe," begins like this: "Want to operate one of the most versatile machines going? Then put on an apron, roll up your sleeves and stand next to our author as he undertakes a simple but thorough project." With this lathe a hobbyist can turn out anything from camera accessories to wheels for a model locomotive.

Even book publishers are getting in on the general trend. In the current issue of *Home Owner's Handbook,* 42 books (not book*lets*) in the do-it-yourself field are advertised. Their titles run the gamut, from "Paper Hanging" to "Cyclopedia of Painting and Decorating."

November's issue of *Popular Science* carries 86 do-it-yourself advertisements from as many advertisers.

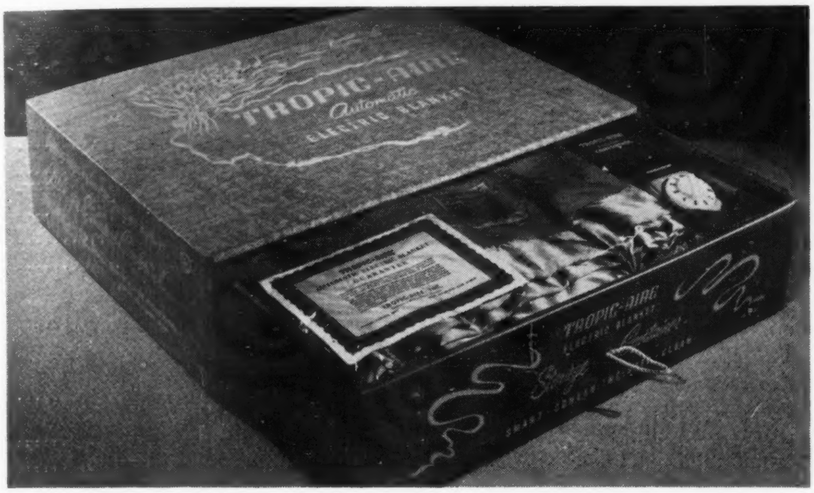
Ready-to-fit, "knocked-down" materials are worth mentioning, too. Chris-Craft is an example, with a complete line of pre-cut boats ready for assembly by the handyman ($39 and up). But packaged boat kits are available from a half-dozen manufacturers; U-Mak-It Products, New

York City, has easy-to-assemble boat kits in 30 models, and anybody can put together a cruiser in his back yard if he'll get in touch with Custom-Craft, Buffalo, N.Y.

Although furniture kits are still fairly regional, the Bramer Manufacturing Co., Davenport, Ia., is doing a national distribution job with knocked-down birch units. And the Mohawk Lumber Co., Detroit, makes pre-cut work benches and children's furniture, ready to fit.

Pioneer in the ready-to-assemble field is, of course, The Aladdin Co., and with its Readi-Cut home construction system, it's still going strong in Bay City, Mich., after 45 years in the "build-it-yourself-and-pay-yourself-those-high-wages" business. Here too, others have moved in. Lewis Manufacturing Co., also in Bay City, invites consumers to build "modern" homes which can be shipped "direct from our mill . . . for $2,180 and up." Paint, glass, hardware, nails—all are included in the package. All the customer has to do is follow instructions.

What does the future look like? *Popular Science* has tried to find out, figures 15.4% of its readers will build a new home in the next two years, and far more than half of them, 62.1%, will do part of the work themselves.



SOLVES USER PROBLEM: This package has 3 retailer and 3 consumer benefits.

Gift Package Makes Hit With Buyer and Seller

It was originally Point No. 3 in McGraw Electric's sales plan, but now blanket package is given special ad.

That bane of the salesperson's life, that unwieldy, limp oversize blanket box so hard to display at point-of-purchase and so hard to store in the home, has become civilized. Now salespeople, homemakers and Tropic-Aire, Inc., are singing the praises of the new package for their automatic electric blankets.

Tropic-Aire, a subsidiary of McGraw Electric Co., Elgin, Ill., first marketed its electrical blanket late last summer. In announcing it to the trade, it was pointed out that the new blanket line was completely engineered and developed by McGraw Electric Co. and would be sold by the same sales organization as the famous "Toastmaster" toaster. Four outstanding features were listed:

1. New range of 6 fast-selling colors.
2. New exclusive "Comfortrol" (switch set by sight, sound or touch).
3. New gift case and storage container.
4. New service plan and guarantee.

Once on the market, Point 3 proved to be a strong selling feature. Special emphasis has thus been placed in advertising on the revolutionary new drawer-type gift case and storage container. Created for Tropic-Aire by W. L. Stensgaard and Associates, Inc., Chicago, from materials made to specification by the Ohio Box Board Co., the container has many trade and consumer advantages.

Principal retailer benefits:

1. Easy, effective display at the point-of-sale. Designed to permit ease of stacking, 6 blankets require no more counter space than one.

2. Drawer type construction provides easy access by the customer to any color, indicated by the color of the pull-cord on each drawer.

3. A cellophane envelope, enclosing the top blanket fold, keeps it clean at all times yet lets the customer feel the texture of the blanket in the lower folds.

Consumer benefits:

1. Attractive wood grain finish and pastel colors makes an attractive gift case. No other gift boxing is needed.

2. The same sturdy cardboard case provides a clean, permanent, space-saving storage container for home use during summer months.

3. A special compartment in the drawer holds the cord and control unit to prevent the delicate mechanism from bumps and straying.

Special emphasis was also given to the container in a blanket merchandising kit developed to help retailers do a thorough job of introducing the new blanket. Included was:

1. A swatch book, die cut in the shape of the blanket package, containing actual blanket material and colors.

2. A giant 4-color national ad blowup.

3. An easel-mounted color ad for the store counter.

4. Colorful leaflets for counter use and customer mailings.

5. Tropic-Aire newspaper cuts, mats and logotypes.

6. Six feet of gift wrapping ribbon with complete details for its use.

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The Scratch Pad

BY T. HARRY THOMPSON

An old wagon-wheel on the front cover of *Du Pont Magazine* reminds me how far the lubrication-industry has come since pioneering days, when bear-grease was the best an axle could find.

•

Alcoholic *escape* would be more tempting if it didn't lead to *recapture* in the morning.

•

My favorite amphibian: Esther Williams.

•

Many a telegraph-pole between Cape May and Wildwood, N.J., is crowned with a seagull's nest big enough to sleep two fox terriers. Incidentally, a Cape May County poultryman might do equally well in the reducing-business, if there's anything in a name: B. Slimmer.

•

NIT—"You say he has patents on a revolving chair?"
WIT—"Yeah; swivel rights, you might say."

•

Like the fellow who ordered a demitasse *and* a cup of coffee, just to be sure, Atlantic City took no chances in September, called it a "Pageant Parade."

•

Rhythm-section: It is *motion* more than *ocean* which produces *mal de mer*.

•

"Francis, the talking maule," fluffed the flashcast on Atlantic City's Steel Pier. An hour later, someone caught it, changed the "maule" to a mule.

•

Juel McCann writes to say a quote here was "incomplete" . . . fills-in the missing parts: "Today is the Tomorrow you worried about Yesterday . . . and it never happened." It is from the puissant pen of Elbert Hubbard, who went down with the *Lusitania* during World War I. And thanks for the postscript, Juel.

•

"To remember a favor longer than an offense is one of the marks of a truly civilized human being."—*Corn on the Cob.*

•

During the campaign, there were charges and counter-charges of "captive candidates." The Mrs. said they must mean captive *balloons* . . . full of hot air.

•

Some wag observed that the summer hotels were largely peopled by newly-weds and nearly-deads.

•

Watching Marilyn Monroe leave her shore-hotel with six bodyguards, my reaction was: What a body to guard!

•

In an article on selling through advertising, an agencyman says the magic word is "yes." He's an agencyman, all right.

•

Memory Lane: A cartoonist by the name of Sullivant (spelled with a final "t") was a regular contributor to the humor-mags until his death. I often think of one of his sketches showing two centaur women passing the time of day. One of them says to the other: "Did I tell you about my poor husband? He broke his leg and we had to shoot him." Another showed a scissors-grinder addressing a captain of cavalry, saying: "Grind yer sword, General?"

•

"Have a care where there is more sail than ballast."—*William Penn.*

•

They say that, in these uncertain times, even the yes-men are saying "maybe."

Name for a Coca-Cola bar: "Coke D'Or."

•

NIT—"You say he dreams of being a super soap-salesman?"
WIT—"Yeah; he's always building castiles in the air."

•

The revelation that comes through research and brain-cudgeling is a satisfying thing I sometimes find in "Cryptograms." One I just worked out has an inspiring message for those of us in selling: "Man is so made that, when anything fires his soul, impossibilities vanish."

•

Talk is cheap, according to Herb Dickson, because the supply always exceeds the demand. He's the sage who says that, if you look back too much, you will soon be headed that way.

•

They tell me that students at Detroit's Redford High have christened one of their drinking-fountains "Old Faceful."

•

He trod on the corn
Of the belle of the ball,
And then, so the
Other girls tell,
Slumbering echoes were
Raised in the hall,
Because of the
Bawl of the belle.
—*The Country Drummer.*

•

With politics out of the way for another quadrennium, and with the World Series behind us, what are we going to argue about between TV programs?

•

Jim Collins, out there on the Coast, sends an "advertising theme not submitted by a Los Angeles account-executive." The account: A cemetery. The theme: "It's fun to be dead!"

•

FOOTPAD: A corn-plaster.

•

A rubbish-collector in Mt. Airy, Pa., according to the name on his truck, is a Mr. Vile.

•

Georgie Jessel scolded his mother for cooking the bird he sent her. "It was a very special bird from South America," he told her, "and could speak five languages." His mother countered: "Then why didn't he say something?"